



Local Safeguarding Children Board Leicestershire and Rutland



Annual Report

2011/12

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INDEPENDENT CHAIR'S FOREWORD

I am pleased to present the Annual Report of the Leicestershire and Rutland Local Safeguarding Children Board (LR LSCB) for 2011/12.

Publication of an annual report has been a requirement of LSCB's since 2009¹ and this is the third such report to be published.

Its key purpose is to assess the impact of our work to safeguard and promote the well-being particularly in relation to local safeguarding needs and priorities that were identified in our Business Plan for the year. It highlights successes and identifies continuing challenges and development needs that now form the focus of our Business Plan for 2012/15.

The twelve months covered by this Annual Report witnessed some significant changes in our local safeguarding arrangements, five Ofsted inspections across the two counties we serve and the implementation of a number of improvements to our operational framework aimed at increasing impact – and enabling us to know how effective we are in safeguarding and promoting the well-being of children and young people in Leicestershire and Rutland. Changes that have taken place include:

- My appointment as the new Independent Chair;
- An external review of the Board's effectiveness;
- Closer alignment between the LR LSCB and the Safeguarding Adults Board reflecting a focus on 'Think Family';
- A new, more holistic, approach to performance management, quality assurance and risk management;
- Targeted work to address specific priorities that have arisen from local needs assessment such as: work with babies and infants; domestic violence, child sexual exploitation and children missing and; interfaces with community safety including the introduction of domestic homicide reviews.

At the same time we have sustained our activities in other key areas of work:

- Undertaking, learning from and monitoring the impact of Serious Case Reviews (SCRs) and Serious Incident Learning Processes (SILPs);
- Learning lessons about the prevention of future child deaths which have been identified by the Child Death Overview Panel;
- Assessing the effectiveness of safeguarding arrangements through data, multi-agency audits (including a Section 11 audit) and engagement with both service users and service providers;
- Testing policies and procedures for safe recruitment;
- Assessing the need for and impact of training and workforce development activity;
- Sustaining effective working relationships with other partnership arrangements such as the Children's Commissioning Board / Children's

¹ The requirement for LSCB's to produce and publish an annual report was introduced as part of the Apprenticeships, Skills, Children and Learning Act 2009.

Trust, Community Safety Partnership and the emerging health and well-being board.

This local activity has taken place at a time of significant change at national level. The final report of the Munro Review of Child Protection was issued in May 2011 and impacted extensively on Board activity within the year. The DfE Action Plan 'Tackling Child Sexual Exploitation' was issued in November 2011 and similarly impacted on Board business and continues to do so. All agencies within the partnership have experienced financial challenges and many have been in the process of significant organisational and structural change particularly in the health sector.

This Annual Report illustrates a range of improvements that have been secured in 2011/12 and we should celebrate these successes. There remain a number of challenges that will be addressed through our new three-year business plan for 2012/15. I am confident that the new Board arrangements put in place over the last year strengthen our capacity to secure future effectiveness and impact in safeguarding and promoting the well-being of the children and young people of Leicestershire and Rutland.

Paul Burnett
Independent Chair,
Leicestershire and Rutland Local Safeguarding Children Board

EXECUTIVE SUMMARY

The core objectives of the LR LSCB are to:

- Co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in Leicestershire and Rutland;
- Ensure the effectiveness of what is done by each person or body for that purpose.

The Annual Report seeks to illustrate the impact of the Board against these two objectives.

Impact of the Board in co-ordinating local work to safeguarding and promote the welfare of children

This section of the report focuses on work that has been undertaken to secure co-ordinated safeguarding across the two counties.

The **Business Plan** is the key document to secure cross-agency focus on priorities that emerged from the annual safeguarding needs analysis. In addition the LSCB commissioned a **Review of Progress** carried out by Andrew Flack between May and July 2011. The Annual Report starts by setting out the key objectives in the Business Plan 2011/12 and outlines progress secured during the year on each of the actions identified to address the objectives. This progress report includes actions that were subsequently taken in relation to the Flack Review.

With regard to Business Plan priorities and the recommendations of the Flack Review key successes identified include:

- Closer alignment of the LSCB and Safeguarding Adults Board (SAB) together with the merging of the Executive and some Subgroups within the Governance structures
- The introduction of a new multi-agency performance scorecard framed around 'the child's journey'
- The introduction of a risk register
- Implementation of a new training strategy in collaboration with the Children's Commissioning Board / Children's Trust
- The introduction of the 'Leicestershire and Rutland Learning Bulletin' to better disseminate learning and key actions for improvement arising from Serious Case Reviews and SILPs
- A Section 11 audit that has been followed up with individual agency action plans to improve levels of compliance against core standards

- The development of a multi-agency auditing programme to extend qualitative evaluation of safeguarding practice beyond Section 11 audits
- The 'Safeguarding Babies Conference' that launched work to address recommendations in SCRs in the previous year and a range of operational initiatives in relation to this priority
- A focus on 'Think Family' supported by closer alignment with the Safeguarding Adults Board and scrutiny and challenge of the 'Leicestershire Supporting Families' and LPT 'Think Family' initiatives
- Development of the website and an increase in the number of hits on the site

In addition to key priorities in the Business Plan the LSCB has responded to a range of national and local policy initiatives that emerged during the year. This has included:

- Responding to the Munro Review of Child Protection, for example, developing a quality and performance management framework tracking 'the child's journey', collaborative work with the Children's Commissioning Board/Children's Trust on 'Pathways to Services' and engagement in the pilot SCIE serious case review process;
- Addressing the actions set out in the DfE National Action Plan 'Tackling Child Sexual Exploitation' and establishing a new Subgroup of the LSCB to lead and co-ordinate this work;
- Engaging in the pilot of the new Ofsted framework for the inspection of child protection services;
- Collaborating with the Community Safety Partnerships in establishing arrangements for undertaking Domestic Homicide Reviews;
- Engaging in discussions about the relationship between the LSCB and newly emerging Health and Well-Being Boards
- Engaging with health agencies in developing proposals for the emerging CCG arrangements
- Engaging with the Police Authority in preparation for the election of Police and Crime Commissioners

The Annual Report then outlines the significant changes that have been implemented in terms of our Governance arrangements in the wake of the decision to more closely align the LSCB with the Leicestershire and Rutland SAB that has included:

- The appointment of a joint-chair of the two boards (effective from February 2012)
- Alignment of the LSCB and SAB meetings enabling the Boards to meet consecutively with a joint-session between to address shared issues;

- Alignment of the business plans for the two boards including a cross-cutting section focused on areas of shared interest and priority;
- The creation of a joint Executive Group to secure co-ordination of business, plan joint business meetings and oversee the implementation of decisions made in joint meetings of the Boards;
- The integration of some Subgroups for example: Serious Case Review Subgroup; Communications and Engagement Subgroup;
- An integrated business office supporting both boards.

Attendance records for the LSCB indicate that the Board meets the requirements of 'Working Together' in terms of membership and that representation is both consistent and from the level of seniority expected in statutory guidance.

The Annual Report then presents a digest of the changes that have taken place in relation to the operation of Subgroups and highlights the key work undertaken by Subgroups in 2011/12.

The LSCB has operated within budget in 2011/12 with a small underspend of £4K

Effectiveness of Local Work to Safeguard and Promote the Well-Being of Children

This part of the Annual Report sets out performance data in key areas of safeguarding activity. As has been stated, a new LSCB performance scorecard was introduced within the year so the data presented in this report is a composite of the indicators in use at the beginning of the financial year supplemented by part-year reports on the new indicators introduced within the period – most of which relate to other agencies.

The data sets presented include the statutory reporting requirements on 'child protection indicators', 'children in care' and 'contact, referral and assessment'.

This section of the report also provides a detailed analysis of the outcomes of the Section 11 Audit that shows that 12 of 26 organisations engaged in the audit that self-assessed as fully compliant against the standards. Action plans are in place for all organisations that self-assessed as partially compliant with a view to increasing levels of compliance in 2012/13.

Finally this part of the Annual Report provides headline comments from the three Ofsted inspections that have taken place in 2011/12. Judgements relating to the LR LSCB have been positive and include reference to: the robustness of the partnership between Leicestershire and Rutland; the effectiveness of relationships with other partnership forums including the CCB/Children's Trust;

the positive impact of the Board on partnership working; the Board's effective community and professional leadership in relation to universal, targeted and specialist services; increasingly effective quality assurance and performance management arrangements; rigorous SCR processes and focus on embedding lessons from these reviews.

Finally the Annual Report sets out the work and achievements of its two statutory Subgroups the SCR Subgroup and the Child Death Overview Panel.

The Annual Report concludes by looking forward to 2012/15 highlighting the challenges and priorities for continuous improvement and increased effectiveness in carrying out our key objectives. The five key priorities for next year are listed as:

- Improving the effectiveness of the Board
- Improving the operational effectiveness of both individual agencies and partnership working in support of the safeguarding and welfare of children, young people, adults and communities;
- Further strengthening quality assurance and performance management
- Improving communication and engagement
- Developing cross-cutting approaches to support families and communities with complex needs.

IMPACT IN CO-ORDINATING LOCAL WORK TO SAFEGUARD AND PROMOTE THE WELFARE OF CHILDREN

BUSINESS PLAN PRIORITIES 2011/12

The LR LSCB Business Plan was published in April 2011 and identified four key objectives with specific areas of action set out under each.

OBJECTIVE 1 - SAFEGUARDING – To safeguard & promote the welfare of children

- Develop monitoring systems that allow the Board to understand trends in safeguarding activity and identify gaps.
- Establish a new training strategy that allows the delivery of training to be commissioned by the Leicestershire & Rutland Children Trust Boards.
- Incorporate learning from single and multi-agency investigations into the work of agencies and the LSCB.
- Assure the Board that Member organisations have robust safeguarding arrangements.

OBJECTIVE 2 – BABIES & INFANTS – Secure multi-agency work to better safeguard babies & infants who continue to remain at acute risk in child protection cases

- Gain a better understanding of the issues to enable the reshaping of practice in order to reduce the risk.
- Develop strategies to improve the quality of supervision and enable challenge and escalation where required.
- Increase the involvement of operational staff in learning events to ensure lessons are embedded in practice

OBJECTIVE 3 – THINK FAMILY/THINK COMMUNITY – Strengthen multi-agency working to prevent harm and abuse.

- To understand the Board links with the wider safeguarding community – Adults, Domestic Violence, Community Safety, Leicester City Safeguarding Children Board
- Develop communication pathway to and from the Safeguarding Board
- Agree areas of joint working across adult & children service areas.

OBJECTIVE 4 – FINANCE & BOARD MANAGEMENT – To ensure that the LSCB planning for 2011/12 takes note of resources needed to fund the work of the Board

- Develop robust finance monitoring systems.
- Ensure a Safe and cost effective amalgamation of LSCB & SAB business processes and Subgroup structures.

In addition to the Business Plan, the Board commissioned an external review of its effectiveness that was undertaken by Andrew Flack, formerly Director of Children's Services in Derby City. The timing of the review coincided with the appointment of a new Independent Chair and provided steers to improvement additional to those set out in the Business Plan 2011/12. The review recommendations were considered and agreed at a Board Development Day held in July 2011 shortly after the appointment of the new independent chair.

The recommendations from the review were presented under a number of key areas of the Boards operations:

- Leadership and Accountability
- Plans and priorities
- Performance monitoring and reporting
- Serious Case Reviews
- Resources
- Merging the Leicestershire & Rutland Local Safeguarding Children Board (LSCB) and Safeguarding Adult Board (SAB) structures.

The full list of recommendations can be found in appendix C

Action on these recommendations was, in the main, incorporated into the actions arising from the Business Plan and the changes flowing from the Review are included in the digest of progress set in this section of the Annual Report.

OBJECTIVE 1 - SAFEGUARDING – To safeguard & promote the welfare of children

1. Develop monitoring systems that allow the Board to understand trends in safeguarding activity and identify gaps

This priority was intended to improve the Board's capacity to test its impact and effectiveness in safeguarding and promoting the welfare of children. The LR LSCB was receiving a range of data at Board meetings but this was almost exclusively focused on social care data from the two local authorities.

The Board reviewed its performance management arrangements between July and September 2011 and agreed **a new performance scorecard** which has been used in the second half of the year covered by this Annual Report.

The new scorecard has a number of key components:

- It is framed around the 'Child's Journey' (reflecting recommendations from the Munro Review) including data on:
 - early intervention/early help
 - contact, referral and assessment;
 - child protection
 - looked after children
- It includes performance indicators that reflect priorities in the business plan particularly where existing performance indicators were not sufficient to judge impact;
- It includes data from all partner agencies both individually and collectively to better enable the Board to test the effectiveness and impact of partnership working.

The scorecard is presented to and analysed by the Safeguarding Effectiveness Group (SEG) which then presents an analysis of performance to the LSCB Executive Group. Reporting to the full Board is undertaken on an 'exceptions' basis highlighting key areas of success and areas of concern on which the Board will want to take action.

The content of the scorecard is set out in Section 4 of this report in which performance for 2011/12 is set out. Also in Section 4 are details of the multi-agency audits that were carried out, monitoring the effectiveness of partner organisations implementation of their duties under section 11 of the Children Act.

In addition the Board has put in place a Risk Register, introduced in November 2011 to enable it to robustly manage key risks to performance and effectiveness.

Impact

The key outcomes from this line of activity are that the LSCB has:

- A holistic, cross-agency set of data from which to measure performance from a quantitative perspective;
- Qualitative data that has been provided through the Section 11 audit and other audit activity within individual agencies;
- A risk register through which it regularly monitors and triggers mitigating action in relation to key business risks.

The Board is pursuing further development of its performance management and quality assurance arrangements as shown in the Business Plan for 2012/15.

2. Establish a new training strategy that allows the delivery of training to be commissioned by the Leicestershire & Rutland Children Trust Boards.

In May 2011 the LSCB agreed its new training strategy.

The strategy was developed to enable the LSCB to focus better on its responsibilities to scrutinise the quality, scope and effectiveness of single and inter-agency safeguarding training and to transfer responsibility for the commissioning and delivery of training to the Children's Commissioning Board/Children's Trust.

The work was undertaken in collaboration with the Leicester City SCB and extensive consultation was carried out within both the LSCB's and children's trust bodies.

Outputs from this piece of work have included:

- An agreed protocol between the LSCB's and their Children's Commissioning Board/ Children's Trusts clearly articulating their relationship in the delivery of the new training arrangements;
- De-commissioning of the in-house training capacity previously funded by the LSCB and the deployment of these resources to commission training;
- The creation of a training co-ordination task and finish group to monitor the quality, scope and effectiveness of single and multi-agency training and workforce development activity supported by a Training Quality Assurance framework.

Progress in implementing some parts of the strategy was delayed due to difficulties in setting up the quality assurance co-ordination arrangements. However, the Task and Finish Group that has led this work has ensured delivery of key objectives.

Headline data with regard to training delivery are as follows:

April – August 2011

Level 2 - 420 places delivered
Level 3 - 468 places delivered
Level 4 - 72 places delivered
Trainers Accreditation - 30 places delivered

September 2011 – March 2012

Babies Themed Workshops - 350 places delivered comprising a - 90 minute workshop on specialist subject areas for staff in groups 3, 4 and 5

CSE Project - 250 places delivered across Leicester City, Leicestershire & Rutland specialist subject for staff in groups 3 and 4

UHL Munro Report - 210 places across Leicester City, Leicestershire & Rutland with 25% allocated to Police and Children's Social Care

3. Incorporate learning from single and multi-agency investigations into the work of agencies and the LSCB

One method of sharing the learning with frontline staff is through the newly developed 'Leicestershire and Rutland Learning Bulletin'. The first edition was published in June. This brightly coloured, eye catching news type document has been designed to bring the early learning and relevant recommendations from local and national reviews directly to frontline practitioners with the intention of supporting them in re-shaping and enhancing their practice. Feedback from staff and colleagues has been extremely positive and this successful project is now to be developed further within the LSCB/SAB Communications and Engagement Subgroup.

The business office is also planning on holding some learning focused conferences during the coming months.

4. Assure the Board that Member organisations have robust safeguarding arrangements.

The key activity undertaken to meet this aim has been the Section 11 audit. The first stage of this audit, taking the form of a questionnaire formatted into 'Survey Monkey' was carried out between March and May 2011.

26 agencies participated in the Section 11 audit and all agencies completed and submitted their self-assessment. Following analysis of the submissions all agencies were informed of their self-assessed compliance, partial compliance and non-compliance, asked to confirm this assessment and to present action plans to address those areas in which they assessed themselves as partially or non-compliant. Three agencies assessed themselves as wholly compliant in the Section 11 audit. Action plans were produced by all those agencies that required improvement. A detailed analysis of the Section 11 audit for 2011 is set out on pages 39-41.

The LSCB received an analysis of the issues arising from the Section 11 audit at its meetings in July and September. Key generic themes that emerged from this analysis were as follows:

- The need for additional action to assure all partners of the effectiveness and impact of the new training strategy;
- The need to re-enforce the message that 'Safeguarding is Everyone's Business' particularly amongst agencies and groups of staff who may not be directly engaged in day-to-day safeguarding activity;
- The Think Family agenda required additional work in terms of both understanding and securing cross-agency co-ordination across children and adult services;
- The need for greater awareness raising and an understanding of the requirements for SCRs and the implementation of learning and development needs arising from SCRs;
- The need for additional focus on the safeguarding of looked after children particularly in the light of expectations in forthcoming inspections;
- Improvements in staff induction programmes delivered by individual agencies to ensure more-timely and higher quality training.
- The need for further training and awareness in safe recruitment procedures and more robust monitoring of their application across some agencies.

A plan of action to address these areas was agreed with most being incorporated into existing work streams within the Business Plan.

There is a planned Section 11 Audit second stage during which the outcomes of the self-assessments will be scrutinised by front-line managers and staff, both to quality check the audit and to determine whether there is consistent understanding of safeguarding practice, performance and outcomes across managers and staff.

There are other means by which the Board has taken steps to assure itself of individual agency safeguarding arrangements including:

- Individual agency annual safeguarding reports on the agenda of the Board, such as the East Midlands Ambulance Service and University Hospitals of Leicester
- Developing the new scorecard that includes data from a wider source than social care (see section on implementation of recommendations arising from the Flack report)
- Developing a programme of multi-agency auditing e.g. work undertaken on Child Protection Medicals
- Receiving regular reports on organisational and structural change in partner agencies in order that the Board is able to monitor and evaluate any risk to safeguarding performance in both individual agencies and from a multi-agency perspective – and take appropriate action to mitigate this risk. Examples include regular reporting on the transition from PCT to CCG arrangements and the introduction of Police and Crime Commissioners.

OBJECTIVE 2 - BABIES & INFANTS

To secure multi-agency work to better safeguard babies & infants who continue to remain at acute risk in child protection cases.

- 1. Gain a better understanding of the issues to enable the reshaping of practice in order to reduce the risk.**
- 2. Develop strategies to improve the quality of supervision and enable challenge and escalation where required.**
- 3. Increase the involvement of operational staff in learning events to ensure lessons are embedded in practice**

A task and finish group was established to progress the work within this objective and one of the key outcomes has been a 'Safeguarding Babies Conference'. This event, seeking to enhance the practice of frontline staff in relation to their allocated baby cases, provided different workshops focussing on the themes arising repeatedly from both local and national SCRs, as follows:

- Working with hostility, disguised compliance and written agreements
- Working with Fathers/Males
- The significance of Family History including the current environment, siblings, pets
- Effective Supervision
- Parenting Capacity – impact of substance misuse, mental health, learning disability, domestic abuse.

Facilitators for the workshops originated from the partner agencies of the LSCB and feedback from attendees was extremely positive. In order to repeat the success of this day for an even wider target audience a follow up day, led by health representatives of the Subgroup and the Officers in the Business Office is to be planned for 2012/13.

To meet all of the strands laid out under this objective, there is still much work to do that is now planned to happen in 2012/13.

OBJECTIVE 3 – THINK FAMILY/THINK COMMUNITY – Strengthen multi-agency working to prevent harm and abuse

This objective had been identified as a priority in the light of recommendations from serious case reviews and other learning processes together with a range of audit and other information particularly in relation to domestic violence, drug and alcohol abuse and crime. Subsequent to the implementation of the Business Plan this area of work also became a focus of the Review of the LSCB carried out in the early summer of 2011. This review included consideration of the need to better co-ordinate work across children and adult services as well as ensuring improved co-ordination between the LSCB work

and other partnerships including: the Children's Trust/Children's Commissioning Board; Safeguarding Adults Board; Community Safety Partnership and; the Health and Well-Being Board. The closer alignment of the LSCB and SAB and the merging of a number of Subgroups have been key outcomes from this work.

In addition the LSCB has engaged in developments such as the 'Troubled Families' initiative (in Leicestershire this is now referred to as the 'Supporting Leicestershire Families Programme') and with the 'Think Family' project that was initiated by LPT in the spring of 2012.

1. To understand the Board links with the wider safeguarding community – Adults, Domestic Violence, Community Safety, Leicester City Safeguarding Children Board

Significant progress has been made in addressing the links between the safeguarding boards for children and adults and the impact of the 'Think Family' concept on safeguarding practice.

In response to this objective and the recommendations of the Flack Review of the LSCB, a Joint Development Day was held in July 2011 involving members of both the LSCB and the SAB at which the relationship between the two Boards and their impact on services across children and adult services and in family contexts were examined. A range of recommendations about the future relationship between the two Boards arose from this event and subsequent changes have included:

- The appointment of a joint chair of the two boards (effective from February 2012)
- Alignment of the LSCB and SAB meetings enabling the Boards to meet consecutively with a joint session in-between to address shared issues;
- Alignment of the business plans for the two boards including a cross-cutting section focused on areas of shared interest and priority;
- The creation of a joint Executive Group to secure co-ordination of business, plan joint business meetings and oversee the implementation of decisions made in joint meetings of the Boards;
- The integration of some Subgroups for example: Serious Case Review Subgroup; Communications and Engagement Subgroup;
- An integrated business office supporting both boards.

It is important to emphasise that the two Boards remain distinct entities reflecting the differing statutory bases on which they operate and the fact that there remains specific and distinct business in each. However, the new arrangements have provided the opportunity to streamline meeting arrangements, reduce the overall time required of members (particularly those that attend both Boards), avoid the duplication of papers and discussion on shared issues and secure efficiencies in support arrangements. Most importantly the new arrangements have enabled the identification of shared objectives and priorities for the Business Plan 2012/15 and a focus on key policy development areas such as

'Troubled Families'. The areas of shared priority identified by the Boards are set out in the Business Plan 2012/15 which forms appendix B to this Annual Report.

Work has similarly taken place to develop closer links between the LSCB and other partnerships in the area. Information regarding relationships with the Rutland Children's Trust and the Leicestershire Children's Commissioning Board are set out in section 3.1e of the Annual Report. Other cross-partnership developments include:

- Consideration of the relationship between the LSCB and the Health and Well-Being Boards in Leicestershire and Rutland. Discussions have been held with both about the inter-face between the bodies and any protocol that may need to be developed to support their relationship. Clearly the revision of 'Working Together' will impact on these discussions and work was not completed by the end of the year 2011/12
- Closer working between the LSCB and the community safety partnership arrangements across the two counties. Steps have been taken to ensure co-ordination between the annual business plans of these bodies and the LSCB now has representation from the community safety partnerships to sustain inter-communication across the boards throughout the year. A key development has been the agreements reached between the Boards for the LSCB Business Office to support the undertaking of Domestic Homicide Reviews.
- There continues to be close working between the Leicestershire and Rutland LSCB and the SCB in Leicester City. Clearly this is important both in terms of the fact that children and young people move between the authorities but also because a number of partner agencies work across all three local authority areas. The Independent Chairs and the Executive Groups of both boards meet regularly specifically to identify and act on issues of shared priority. There continues to be a number of joint Subgroups notably: Policy and Procedures Subgroup; Training and Workforce Development Task and Finish Group.

2. Develop communication pathway to and from the Safeguarding Board

There have been a number of initiatives during 2011/12 aimed at improving communications between the LSCB and the wider community whether this means partner agencies, other services, front line managers and staff and children and young people themselves.

The LSCB Website – www.lrlscb.org has grown to be one of the main ways people access information about the work of the Board office, including leaflets on safeguarding information, access to training information and dates of courses as well as copies of published serious case reviews. During the year the website had 27,650 hits (equating to 75 hits per day). This compares to the previous year of 23,629 hits (64 hits per day). Analyses of the website data show there is always an increase in the number of 'hits' following the publication of a serious case review.

We continue to provide safeguarding leaflets to individuals, members of the public, organisations' such as schools and early year providers such as nurseries.

Board office staff and the independent chair have attended a range of Safeguarding focused conferences and events throughout the year.

The development of improved communication and engagement remains a key priority for the LSCB in its Business Plan for 2012/15 and it has established a new Communications and Engagement Subgroup to drive forward work in this area in 2012/13.

3. Agree areas of joint working across adult & children service areas.

The alignment of the LSCB and SAB that resulted from the review that was undertaken in May 2011 has secured improved joint working across the adult and children services area. The two Boards now hold a joint meeting between their separate Board meetings at which issues of shared priority are discussed.

The formulation of the Boards' Business Plans for 2012/15 was co-ordinated through a joint development day held in December 2011 and the inclusion of a shared stream of work cross-cutting the two plans.

The areas of shared priority that have been identified through these processes are shown in the Business Plan that is attached at Appendix B.

NATIONAL AND LOCAL POLICY PRIORITIES THAT IMPACTED ON THE WORK OF THE BOARD DURING THE YEAR

The Munro Review of Child Protection issued in May 2011 and the preceding reports issued by Professor Eileen Munro clearly impacted on LSCB work and that of all partner agencies during the year. This has included:

- Reviews of the effectiveness of early intervention and prevention/early help including collaborative work with the Children's Trust/Children's Commissioning Board on 'Pathways to Services' and the inclusion of a multi-agency data set within the new LSCB scorecard to monitor performance on early help;
- The development of an LSCB scorecard modelled around the 'Child's Journey' and incorporating multi-agency performance data across the continuum from universal, through early help, child protection and looked after children services;
- Engagement in new 'systems' theory approaches including participation in a SCIE Serious Case Review pilot with Lancashire County Council;

The DfE National Action Plan 'Tackling Child Sexual Exploitation' published in November 2011 has similarly influenced work that had already begun to better

identify and respond to incidents of CSE and child trafficking across the two authorities. The LSCB Business Plan 2012/15 incorporates the actions required of LSCB's in the national action plan and these are set out within Appendix B.

Changes to the Ofsted framework for the inspection of child protection arrangements had a direct impact on the work of the LSCB given the fact that Leicestershire County Council volunteered to pilot the new framework and was inspected under the draft framework in November 2011. Senior leaders within the partnership were also engaged in work with Ofsted both in drafting the framework and revising it in light of the pilot inspection process.

At local level the LSCB has engaged with both local authority areas in the development of their Health and Well-Being Boards and the implementation of new arrangements for Domestic Homicide Reviews. In addition the LSCB has been engaged in local responses to structural and organisational change resulting from national legislative change. For example there has been close working with the health sector in response to the Health and Social Care Act 2012 and, in particular, the transition from PCT to CCG operations. Work has also been undertaken with the Police Authority in relation to the introduction of Police and Crime Commissioners.

Many of these strands of work remained in process at March 2012 which is the end date of this Annual Report. Outcomes will be reported in the Annual Report 2012/13.

GOVERNANCE, STRUCTURES AND ACCOUNTABILITIES

Following the Flack report and subsequent recommendations, 2011 saw the main Board of the LSCB changing its meeting pattern from six to four times per year, together with changes to the executive group meetings, which now happen prior to each board meeting and post each meeting. This structure fulfils the Boards obligations under Section 14 of the Children Act 2004.

The aim of the Board is to:

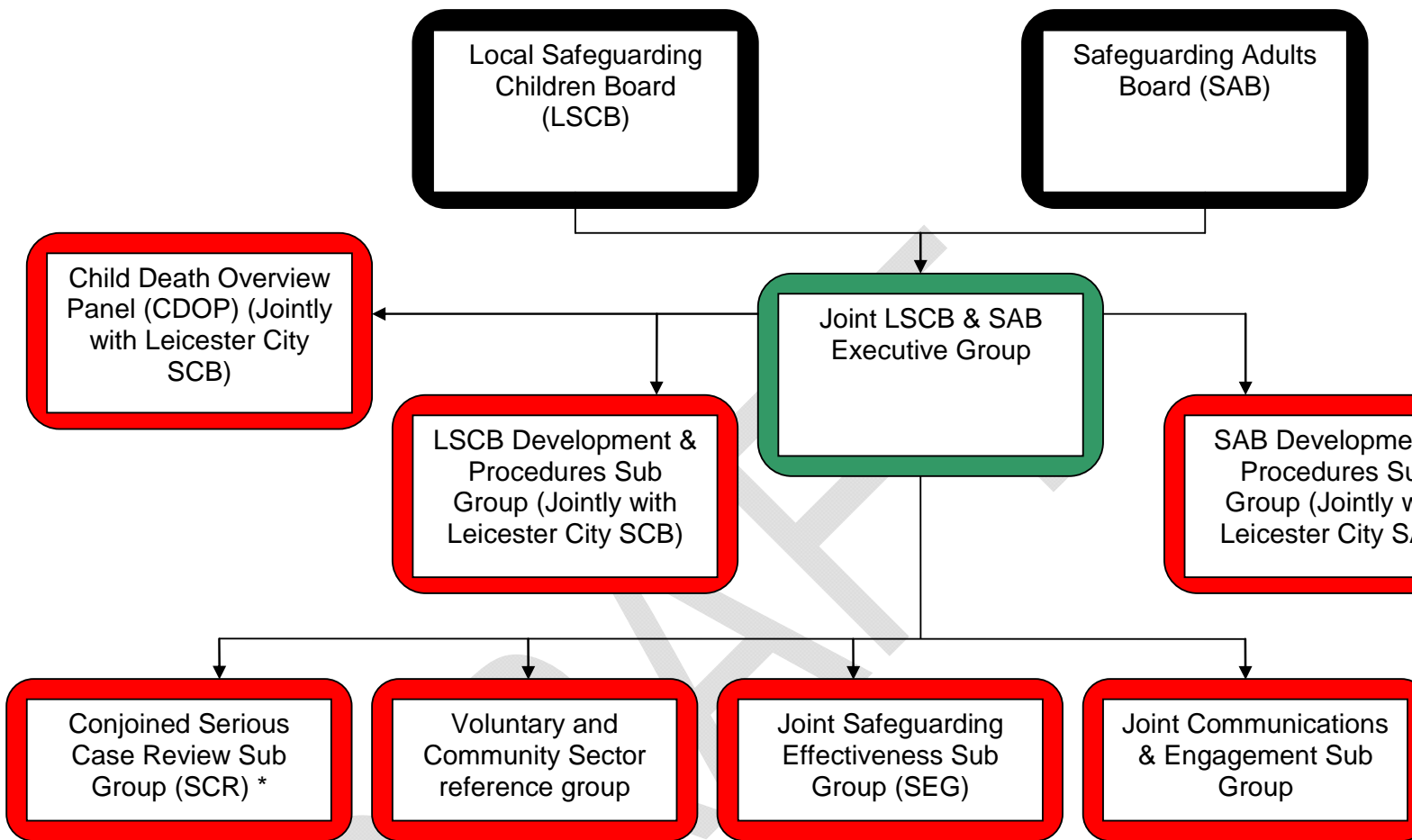
To co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area of the authority by which it is established;

and

to ensure the effectiveness of what is done by each such person or body for those purposes'.

The other significant change is the conjoining of the Children and Adults Safeguarding Boards. Both Boards now have the same independent chair, meet on the same day and overlap in the middle to cover 'joint' business.

STRUCTURE



NB: * The conjoined SCR Sub will be two separate meetings with a combined section to deal with joint issues.

The Board:

Membership of the board for 2011/12 comprised of the following organisations, together with their attendance levels for Board meetings:

	18/5/11	20/7/11	21/9/11	16/11/11	13/1/12
LSCB Independent Chair	√				
Independent Chair LSCB/SAB		√	√	√	√
Director of Children and Young People's Services Leicestershire County Council	√	√	√	√	√
Lead Member Children's Services. Leicestershire County Council	AP	√	√	√	√
Director of Children and Young Peoples Services, Rutland County Council	√	√	AP	√	√
Cabinet Member for Children and Young People Rutland County Council					AP
Director of Nursing/Deputy DIPaC University Hospitals of Leicester	√	√	√	√	√
Director of Quality NHS				√	
Executive Director of Quality & Innovation, Leicestershire Partnership Trust	√	√	√	√	AP
Director of Corporate Sales Leicestershire Fire & Rescue Service	√				
Detective Chief Inspector Specialist Crime / Partnerships Leicestershire Police	√	√	√	√	AP
Associate Director of Quality (Clinical Governance) NHS	√	√	√	√	
Assistant Director, CYPS Rutland County Council and Vice Chair LSCB SCR Subgroup.	AP	AP		AP	AP
Consultant Paediatrician Designated Doctor for Child Protection Specialist Children's Services NHS	√	√	AP	√	AP
Chief Executive Hinckley & Bosworth Borough Council	√	√	√	√	√
Chief Executive Connexions	√	√	√	√	√
Assistant Head of Legal Services Leicestershire County Council	√	√	√	√	
Clinical Quality Manager Leicestershire and Rutland Division EMAS	√	√	√	√	√
Head of Safeguarding NHS	√	AP	√	√	√
Head of Youth Justice and Safer Communities Leicestershire County Council			√	√	√
Assistant Director Specialist Services, CYPS, Leicestershire County Council and Vice Chair LSCB SCR Subgroup	√	√	√	√	√
Assistant Director Leicestershire Adult Social Care Service Leicestershire County Council	√	√	√	√	
Service Manager NSPCC	√		√		
Head of Safeguarding CYPS Leicestershire County Council	√	√	√	√	√
Policy Officer Children & Young People Service Deputy Chair VCS Safeguarding Reference Group Voluntary Action LeicesterShire	√	√	√	√	√
Head of Teenage Services – CYPS Rutland County Council	√		√	√	AP
Head Teacher, St Denys C of E, Infant School	√		√	√	
Head Teacher Brooke Hill Primary School	AP	√		√	
Head of Service Personal Care & Support Leicestershire		√	AP		

	18/5/11	20/7/11	21/9/11	16/11/11	13/1/12
County Council					
Child Death Review Manager Leicestershire Partnership Trust	√	√	√	√	
Head of Youth Offending Service, Leicestershire County Council	√				
Lay Members for Leicestershire and Rutland			√		√
Director of Student Services / Senior Designated Person for Safeguarding Representative of FE Colleges Loughborough College	AP	√	AP	AP	AP
Head of Service CAF/CASS					
LSCB/SAB Board Manager	√		√	√	√

To comply with the 'Working Together 2010' requirements this year saw the introduction of two Lay Members taking a place on the Board. The role of the Lay Members is to carry out the following roles:

- Supporting stronger public engagement in local child safety issues and contributing to an improved understanding of the LSCB's child protection work in the wider community.
- Challenging the LSCB on the accessibility by the public and children and young people of its plans and procedures; and
- Helping to make links between the LSCB and community groups

The Executive Group

The main board is supported by an Executive Group comprising of representatives of the key statutory agencies. The Executive Group has its own terms of reference that are based around ensuring the work of the board is driven through its various Subgroups. A scheme of delegation for decision making by the Executive Group is part of the LSCB constitution. The Executive group membership included representation from the following organisations:

Leicestershire Police
East Leicestershire & Rutland CCG.
NHS LCR
Leicestershire County Council – Children and Young Peoples Service
North West Leicestershire District Council representing Districts
NHS Leicestershire Partnership Trust
Voluntary Sector
Rutland County Council
University Hospitals of Leicester
NHS LLR PCT Cluster
Independent Chair
Leicestershire & Rutland Probation Trust
Voluntary Action LeicesterShire
CAF/CASS
LSCB Business Office

The executive group met a total of seven times during the year.

Subgroups

The board has a number of standing Subgroups which are established in order to progress key pieces of work.

These include:

- **Safeguarding Effectiveness Subgroup**

The Safeguarding Effectiveness group is a joint Subgroup of both the Local Safeguarding Children Board and the Safeguarding Adult Board. The purpose in holding a conjoined meeting / group is to ensure that those partner agencies who work across both the adult and children's service provision are able to address common issues.

The group leads on monitoring of practice across partner agencies and seeks to identify whether the required actions following national or local policy recommendations have been implemented and to assess the impact and effectiveness of such recommendations and changes. The key actions and areas for monitoring include the:

- Effectiveness of recommendations from Serious Case Reviews (SCRs) and Significant Incident Learning Processes (SILPs).
- Effectiveness and impact of Training
- Effectiveness of organisations' implementation of their duties in relation to safeguarding
- The effectiveness of joint working across children's and adult's services of the whole family / think family approach, and the
- Development of a core data set for the Joint SEG Group.
- Collecting and understanding performance data collected from each agency on a regular basis to monitor how effective they are in various aspects of Safeguarding Children.
- Undertaking audits of how agencies managed individual cases to try to learn from the way they interacted and worked together.
- Undertaking detailed reviews of key business areas across agencies.
- Multi agency audits that look across all areas of Safeguarding. These are known as Section 11 audits from Section 11 of the Children's act 2004.

To monitor organisational effectiveness and compliance with their legal duties a self-evaluation tool was designed and circulated to all members of the main Local Safeguarding Children Board. All members completed the survey and returned responses, the majority of organisations / services declared full compliance with their statutory duties, those where any partial compliance was noted were challenged to ensure that action was taken to improve compliance. A follow-up audit was planned to test the understanding of compliance levels with those staff or volunteers who work directly with children.

Information to be regularly submitted for scrutiny has been agreed as part of the balanced scorecard approach the purpose of this is to give members of the Board a regular overview of performance within core partner agencies.

In response to a dip in the number of referrals for a child protection medical an audit was carried out and resulted in more detailed guidance being issued to staff about this. In subsequent reporting it has been noted that referrals have returned to their previous levels.

In addition a review of participation in multi-agency meetings for individual cases was undertaken - this review generated recommendations to improve partnership participation in these vital meetings.

The information collated through the range of audits and the scorecard is used to monitor the child's journey, evaluate the impact of existing business plan priorities and support the identification of issues for the business plan for the future, and to identify future priority work areas.

The SEG met for a total of nine times throughout the year.

:SERIOUS CASE REVIEW Subgroup

A Subgroup known as the Serious Case Review Subgroup ensures that all Serious Case Reviews (SCRs) are dealt with in line with the requirements of National and Local Government and are of a standard that will be acceptable to Ofsted who evaluate how LSCB's have dealt with the individual reviews.

During the year the Subgroup oversaw all the SCRs undertaken by the LSCB a number of which have been brought to a conclusion and has managed the completion of the action plans resulting from previously completed SCRs

The original incidents span a considerable period of time but the cluster of outcomes may lead to an impression that there is a disproportionate number. The LSCB is actively managing communications to ensure clear explanations are given to the public.

The undertaking of a Serious Case review follows a well-established process. Based on the criteria for undertaking a SCR detailed in the National document 'Working Together to Safeguard Children'.

A Serious Case Review happens when a vulnerable child or adult dies and abuse or neglect is directly connected to the death. There have been a number of significant developments for the Subgroups who reported separately in the previous Annual Reports (2010/11). In December 2011 the Boards, having examined the merits of joint models of working, had tasked their respective SCR Subgroups with looking at the potential for a merger because clearly there are a number of cross over responsibilities, and recurring themes particularly in relation to Serious Case Reviews.

Following a meeting of all members of both Subgroups there was support for a conjoined meeting model comprising separate children's and adults sections with

a middle section when all members from both sections would attend together. This was recommended to the Independent Chair and subsequently both the children's and adult's Boards ratified this recommendation and in March 2012 the first Conjoined SCR Subgroups meeting was convened.

New meeting arrangements:

The meeting now has three distinct parts for the LSCB (Children's) business, for the joint section and for the SAB (Adult) business. Largely the separate business sections operate as they have done previously, but the activities of the additional joint section of the meetings have been the development area. This part, sharing membership from both the LSCB and SAB sections of the meeting and a wealth of expertise in relation to both children's and adult's services, is already proving to be an excellent forum for a 'Think Family' focus. The commitment of both groups to bringing additional benefit from this approach has begun to prove itself.

Alternative review arrangements:

As well as using this joint forum for discussion of the SCRs which have a child and adult element, enabling early learning to be understood and shared with effectively with a much larger audience including frontline practitioners, work has progressed in relation to the Significant Incident Learning Process (SILP). This is an alternative model locally developed, for reviews allowed for in recent regulation set down by Government. SILPs are a particularly effective way to conduct a review of a case because the frontline staff, who were directly involved with a family prior to an incident, contribute directly to the learning and then are able to embed this into their practice with a very clear understanding of why this is important. Members of the joint meeting are currently reviewing this model to produce a more consistent approach across Leicestershire, Rutland and our colleagues in Leicester City and a more standardised approach will be rolled out later in the business year.

This group has also been fundamental in devising a draft process to review Domestic Homicide Review (DHR) cases in line with the statutory requirements of the Home Office. The Community Safety Partnership (CSP) Groups are contributing to this process development and it is expected that this procedure will be finalised mid 2012/13.

The numbers of reviews are as follows:

Serious Case Review, Domestic Homicide Review and Serious Incident Learning Process 2011 - 2012	
Type Of Review	Number started / Finished during Year
SCR	1
SILP	1
DHR	1
Other Local Review	1

Publication arrangements:

The LSCB / SAB SCR Subgroup Publication Group convenes quarterly to consider the publication arrangements for any current cases and liaises with the Leicester City Safeguarding Children and Adult Boards to ensure planning takes account of any of their reviews. Small Publication Groups are established when any specific cases are nearing completion to ensure that communications colleagues are involved and each case is dealt with effectively. The media checklist means that everyone involved in this process is clear about individual roles and responsibilities. When a SCR is completed and the Government submission process finalised the LSCB / SAB Subgroup makes arrangements for the Business Office to publish a case on the relevant website. Two such children's cases have been published during the scoping period for this Annual Report. The LSCB and SAB Subgroup will then decide on the best method for the dissemination of learning from the reviews to frontline staff.

Working with the Coroner:

A final item for the SCR Subgroup to report upon has been the decision to work closely with the Coroner's Office with the hope that sharing information more effectively, through our review reports, will help to reduce the timescales for the completion of reviews awaiting outcomes from the coronial process. This we hope will have a positive outcome for families whose child has been subject to a review. This work is now well underway and expected to be finalised and ratified by the Board mid 2012/13.

• **Development and Procedures Subgroup**

The Development and Procedures Subgroup meets bi-monthly with Leicester City SCB and a range of partner organisations. Its role is to scrutinise changes to the working procedures for staff across Leicester City, Leicestershire and Rutland. It is this group that make the recommendation to Tri-X who then update or make changes to the published procedures online.

During the year the agenda has included the following significant items:

- CDOP review
- Child sexual exploitation project
- Reports to Conference and Multi-agency referral form
- Police information in s47 enquiries/conferences
- Thresholds document(s)
- Updates on SCRs and SILPs
- Updates and changes to the Tri-X procedures online.

The group has met for a total of six times across the year.

• **Training and Workforce Development Group**

The Training and Development Subgroup was convened originally as a Task and Finish Group to develop a programme of events/activities for the delivery of multi-agency training to meet priority objectives for 2011/12 and after.

During 2011/12, the Subgroup:

- * Agreed Terms of Reference
- * Agreed the membership - covering Leicester, Leicestershire and Rutland and all relevant agencies
- * Agreed revised chairing arrangements
- * Recommended clear delineation of rules and responsibilities between the Trusts/Commissioning Boards, the LSCB's and the Subgroup
- * Developed and implemented a 'living' programme of events/activities, with shared provision 'free' at point of delivery
- * Agreed project management/administrative arrangements between statutory agencies and Voluntary Action LeicesterShire

The new approach to multi-agency organisation and delivery only began in earnest towards the end of 2011/12 and will be fully tested during 2012/13, as will the ability of the Subgroup to develop an on-going programme for subsequent years. The early signs (August 2012) are good. In terms of immediate outcomes, the first quarterly monitoring report for 2012/13 identified the following:

- * High levels of attendance at events (83%)
- * High levels of satisfaction with delivery of training objectives (4) and pertinent learning objective (4), on a scale of 1-5 (5 being high)
- * High levels of satisfaction (both 4) with delivery of training and standard of resources/learning materials
- * Positive experiences of overall improvements in skills, knowledge and confidence arising from the events

- * Recommendations for future events/organisation - particularly internal organisation evaluation. The Subgroup is working on this in 2012/13.

The overall impact of the work has been considered positive by the Trusts/Commissioning Board and the LSCB's in respect of improved organisation and a programme of events. The real test will be how these are further developed and revaluated in 2012/13, now that full arrangements are in place.

Budget 2010/11

Expenditure	
Allocation to training task and finish group	£40,713
Direct training costs from LSCB office	£20,000
Non Staffing costs	£53,050
Staffing costs	£195,331
Serious Case Review and Significant Incident Learning Process costs	£20,000
Total Expenditure	£329,094
Income	
Leicestershire County Council	£138,390
Rutland County Council	£52,250
Health Service	£55,760
Leicester City contribution for joint training costs	£20,000
Leicestershire Police	£43,945
CAFCASS and Probation	£16,656
Car leasing reimbursement	£2,093
Total Income	£329,094

The LSCB and SAB budgets were aligned but not merged during the financial year 2011/12 concurrent with the Business office functions of the two Boards being formally merged in June 2011.

Prior to this the LSCB budget had been running in its current form for over a year and was fairly stable, the only unknown factor being the potential need to continue to support training provision until September 2011 including the provision of training to Leicester City for which we were reimbursed. It was appreciated that to continue to provide training during this period it would be necessary to draw on reserves from previous years underspends.

In addition the LSCB Board Chair became the joint LSCB & SAB Board Chair towards the end of the year, the extra cost of this, was for the purposes of budgetary control, taken from the LSCB budget.

The new arrangements agreed by the LSCB and SAB Boards to combine the business office and joint Chairing costs for the LSCB and SAB in 2012/13 will make it far more straight forward to manage and report on the budgets.

It should be noted that although there was an overall underspend of £4K in 2011/12 this was against a backdrop of the new arrangements and processes being put in place for the SAB and the transition from directly delivered to commissioned training for both the LSCB and SAB.

There was less than projected draw on resources as a result of the low number of SCRs and SILPs meaning the additional resources put in place for these purposes for the first time in 2011/12 were not fully used.

RELATIONSHIP WITH CHILDREN'S TRUST / CHILDREN'S COMMISSIONING BOARD

Both Leicestershire and Rutland have continued to operate children's trust arrangements despite the fact that these are no longer a statutory requirement. The body in Leicestershire is known as the Children's Commissioning Board. There has been a protocol governing the relationship between the LSCB and these two bodies that reflects the guidance in Working Together (paragraphs 3.54 – 3.61).

The Independent Chair is a member of the Rutland Children's Trust and attends the Leicestershire Children's Commissioning Board as required. There are a number of LSCB members that are also members of the two children's commissioning bodies so there is ample capacity to secure cross-communication between them and the LSCB.

The Annual Report for 2010/11 was presented to both the Rutland Children's Trust and the Leicestershire Children's Commissioning Board as was the proposed LSCB Business Plan for 2012/13 and the Children's Plans for the two authorities have been considered by the LSCB. These occasions have afforded opportunity for intra-Board scrutiny and challenge.

An area of cross-cutting work that has featured in the period 2011/12 was the formulation and implementation of the new training strategy. As set out earlier in this Annual Report, the new training and workforce development strategy was developed to enable the LSCB better to focus on its responsibilities to scrutinise the quality, scope and effectiveness of single and inter-agency safeguarding training. This also involved the transfer of responsibility for the commissioning of training to the Children's Commissioning Board / Children's Trust. The impact of this work was set out in the report on the Business Plan

ENGAGEMENT WITH CHILDREN AND YOUNG PEOPLE AND WITH COMMUNITIES

Progress in this area has been limited. The LSCB continues to draw on the views of children and young people expressed through other forums and through those processes such as LAC Reviews where children make a formal contribution.

However, the Board has agreed that more proactive work needs to be undertaken to ensure safeguarding is addressed in existing children and young people's engagement forums and through core service delivery and that this information needs to be given greater focus in the formulation, delivery and evaluation of future Business Plans. The new Communications and Engagement Subgroup of the LSCB will have this area as a key priority and the intended actions and outcomes sought are set out in the Business Plan 2012/15

EFFECTIVENESS OF LOCAL WORK TO SAFEGUARD AND PROMOTE THE WELFARE OF CHILDREN

Midway through 2011, a new reporting format was introduced by the Board office that is now embedding and gaining momentum in terms of its scope. The 'Scorecard' results for the year are shown below and include the child protection activity for Leicestershire and Rutland as well as some multi agency information.

a. Scorecard report

Contact, Referral and Assessment

Leicestershire	Q1	Q2	Q3	Q4	Total	Reporting Frequency
Number of contacts to Children's Social Care (include referrals)	3549	3642	3627	3781	14599	Quarterly
Number of referrals to Children's Social Care	1640	1504	1727	1514	6385	Quarterly
Number of Initial Assessments escalated to Core Assessments	431	687	476	541	1594	Quarterly
	47.4%	48.8%	56.7%	38.8%	48.4%	
Number of Core Assessments carried out within 35 working days	306	427	315	375	1048	Quarterly
	71.0%	62.2%	66.2%	69.3%	65.7%	
Number of strategy discussion meetings	370	351	360	362	1081	Quarterly
Number of S47 enquiries	321	305	319	329	945	

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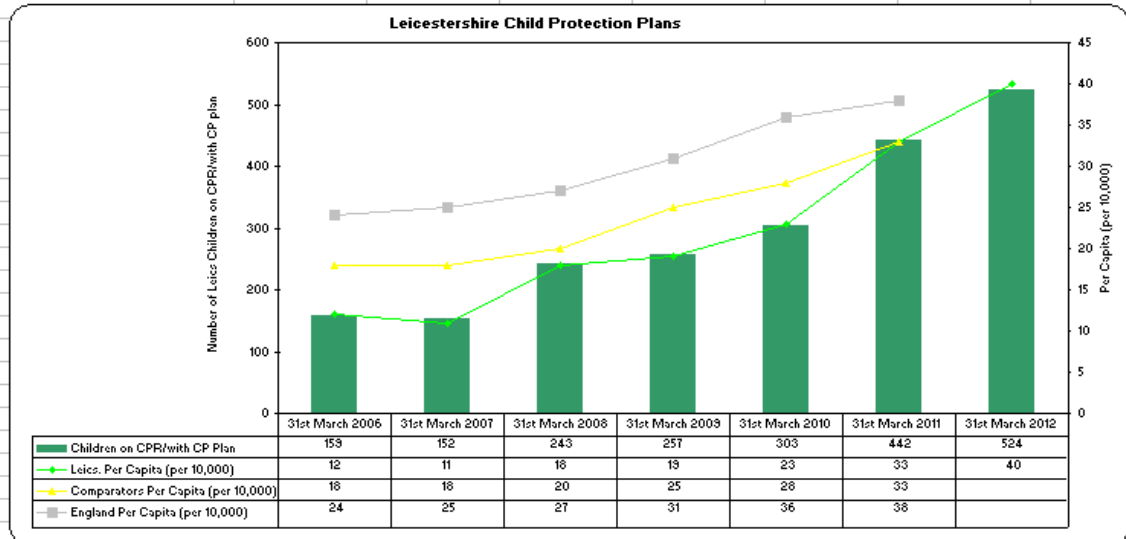
Rutland	Q1	Q2	Q3	Q4	Total	Reporting Frequency
Number of contacts to Children's Social Care (include referrals)	152	114	125	132	523	Quarterly
Number of referrals to Children's Social Care	111	86	69	61	327	Quarterly
Number/Percentage of referrals going onto Initial Assessment	66	62	68	59	255	Quarterly
	59.4%	72.1%	98.6%	96.7%	78.0%	
Number/Percentage of Initial Assessment carried out within 10 working days	30	61	66	48	205	Quarterly
	50.8%	89.7%	97.1%	81.3%	80.4%	
Number/Percentage of Initial Assessments escalated to Core Assessments	14	27	21	30	92	Quarterly
	21.2%	44.2%	30.9%	50.1%	36.1%	
Number/Percentage of Core Assessments carried out within 35 working days	19	31	33	31	114	Quarterly
	67.9%	47.8%	63.5%	70.4%	57.0%	
Number of strategy discussion meetings	65	43	29	34	171	Quarterly
Number of S47 enquiries	35	35	22	33	125	

Child Protection

Leicestershire	Q1	Q2	Q3	Q4		Reporting Frequency
Number of children subject to a Child Protection Plan	530	507	553	523		Quarterly
Number/Rate in each Category of Abuse						
Neglect	78	86	90	84		Quarterly
Physical	44	26	28	27		
Emotional	42	39	65	57		
Sexual	26	21	32	29		
Multiple	340	335	338	326		
Ethnicity - Number in each Category						
White	452	407	446	395		Quarterly
Mixed	24	21	28	24		
Asian	17	18	10	14		
Black	3	2	4	3		
Other	0	1	3	3		
Undetermined	34	58	62	84		
Age of Child on Child Protection Plan						
Unborn	27	27	30	29		Quarterly
0 - 4	225	225	237	228		
5 - 9	137	137	144	132		
10 - 15	121	102	123	112		
16+	20	16	19	22		
Gender of Child on Child Protection Plan						
Male	263	253	272	267		Quarterly
Female	240	227	248	227		
Unborn	27	27	32	29		
Percentage of Child Protection cases which were reviewed within required timescales	99.7%	99.7%	99.2%	99.3%		Quarterly
Number of Child Protection cases allocated to a Social Worker	100.0%	100.0%	100.0%	100.0%		Quarterly

Comments:

PROXY INDICATOR	31st March 2006	31st March 2007	31st March 2008	31st March 2009	31st March 2010	31st March 2011	31st March 2012
Children on CPR/with CP Plan	159	152	243	257	303	442	524
Leics. Per Capita (per 10,000)	12	11	18	19	23	33	40
Comparators Per Capita (per 10,000)	18	18	20	25	28	33	
England Per Capita (per 10,000)	24	25	27	31	36	38	



NB - Comparator and national results for 2012 not available until Autumn 2012

Child Protection

There were 523 current child protection plans at 31st March 2012 which is a decrease of 30 (5%) from the end of the previous quarter, and represents a 18% increase from 442 child protection plans at 31st March 2011.

The largest category/combined category of abuse for CP plans at the end of March 2012 was emotional abuse/physical abuse which represented 31% of all plans. The most common category of abuse either alone or combined with others was emotional abuse which is included in 69% of plans.

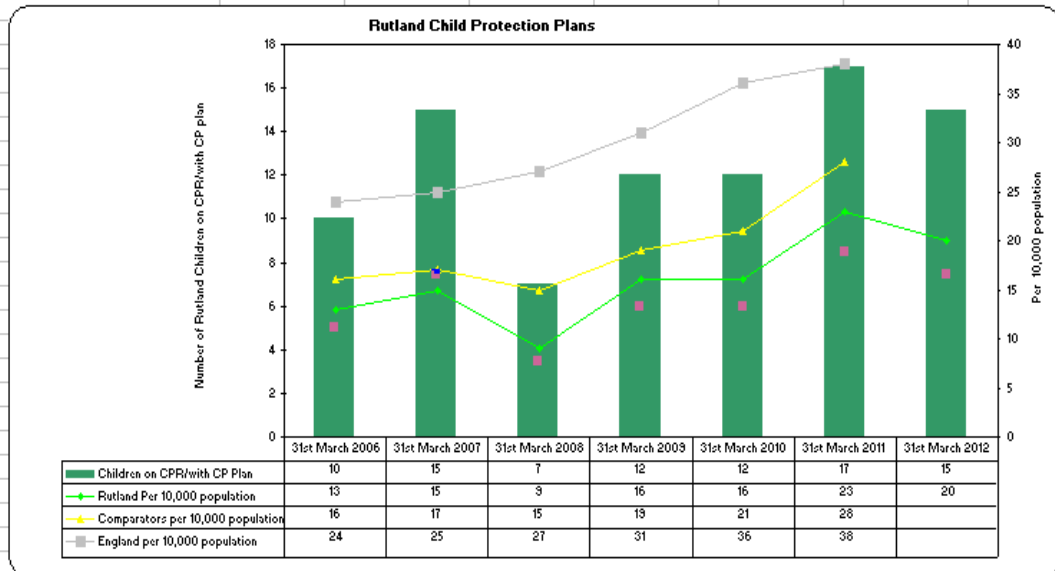
Of children with a child protection plan at 31st March 2012, the largest age group was age 0 to 4, representing 44% of all children with CP plans, followed by age 5 to 9 at 25% and age 10 to 15 at 21%. 51% of children with CP plans at the end of March 2012 were male, with 43% female and 6% unborn.

Of the children with a child protection plan at 31st March 2012, 44 (8%) were from minority ethnic groups compared to 8% of the Leicestershire population age 0-17 recorded in the 2001 Census.

Rutland	Q1	Q2	Q3	Q4	Reporting Frequency
Number of children subject to a Child Protection Plan	13	15	17	15	Quarterly

Number/Rate in each Category of Abuse						
Neglect	4	2	4	3		Quarterly
Physical	1	1	1	1		
Emotional	3	4	2	7		
Sexual	0	0	0	1		
Multiple	5	8	10	3		
Ethnicity - Number in each Category						
White	11	13	16	12		Quarterly
Mixed	1	1	1	3		
Asian	0	0	0	0		
Black	0	0	0	0		
Other	0	0	0	0		
Undetermined	1	1	0	0		
Age of Child on Child Protection Plan						
Unborn	1	1	0	0		Quarterly
0 - 4	9	7	8	6		
5 - 9	0	5	4	1		
10 - 15	3	2	4	7		
16+	0	0	1	1		
Gender of Child on Child Protection Plan						
Male	4	8	10	7		Quarterly
Female	8	6	7	8		
Unborn	1	1	0	0		
Percentage of Child Protection cases which were reviewed within required timescales	100.0%	100.0%	100.0%	100.0%		Quarterly
Number of Child Protection cases allocated to a Social Worker	100.0%	100.0%	100.0%	100.0%		Quarterly

Comparators per 10,000 population	16	17	15	19	21	28	
England per 10,000 population	24	25	27	31	36	38	



NB - Comparator and national results for 2012 not available until November 2012

Looked After Children

Leicestershire	Q1	Q2	Q3	Q4	Reporting Frequency
Number of Looked After Children	388	419	422	373	Quarterly
Ethnicity of LAC					
White	335	348	356	314	Quarterly
Mixed	28	31	29	28	
Asian	7	11	8	11	
Black	2	2	2	0	
Other	12	12	12	20	
Undetermined	4	15	15		
Age					
0 - 4	93	109	118	99	Quarterly
5 - 9	62	67	72	63	
10 - 15	133	139	126	126	
16+	100	104	105	85	
Gender					
Male	207	227	226	205	Quarterly
Female	181	192	196	168	

Percentage of LAC at period end with 3 or more placements	see comment 1	12.5% Draft Result	14.2% Draft Result	8.3%		Quarterly
LAC cases which were reviewed within required timescales	see comment 1			88.9%		Quarterly
Stability of placements of LAC: length of placement	see comment 1	60.3% Draft Result	55.6% Draft Result	65.6%		Quarterly

There were 373 children recorded as in care on 31st March 2012. This is a decrease of 49 compared to 31st December 2011, but an increase from 355 reported for 31st March 2011.

Of the children in care at 31st March 2012, 59 (16%) were from minority ethnic groups compared to 8% of the Leicestershire population age 0-17 recorded in the 2001 Census.

The largest age group of children in care at 31st March 2012 was age 10 to 15 which represents 34% of the total care population, with 27% aged 0 to 4, 23% age 16 and over and 16% age 5 to 9.

Of the 373 children in care at 31st March 2012, 31 (8.3%) had experienced 3 or more placements during the previous 12 months (NI 62). This compares to 1.8% reported for 2010/11.

Of the 352 children in care for at least four weeks at 31st March 2012, 313 (88.9%) had received all statutory reviews within timescale in the preceding 12 months (NI 66). This compares to 91.2% reported for 2010/11.

Of the 88 children and young people in care age under 16 who had been in care for at least 2.5 years at the end of March 2012, 55 (62.5%) had been in the same placement for at least 2 years (NI 63). This compares to 72.8% reported for 2010/11.

Rutland	Q1	Q2	Q3	Q4		Reporting Frequency
Number of Looked After Children	31	32	31	29		Quarterly
Ethnicity of LAC						
White	28	29	28	26		Quarterly
Mixed	0	0	0	1		
Asian	0	3	0	0		
Black	0	0	0	0		
Other	3	0	3	2		
Undetermined	0	0	0	1		
Age						
0 - 4	9	7	8	7		Quarterly
5 - 9	8	11	9	10		
10 - 15	10	8	8	8		

16+	4	6	7	5		
Gender						
Male	17	19	19	16		Quarterly
Female	14	13	14	13		

Percentage of LAC at period end with 3 or more placements	0.0%	3.4%	3.4%	3.4%	Quarterly
LAC cases which were reviewed within required timescales	100.0%	100.0%	100.0%	100.0%	Quarterly
Stability of placements of LAC: length of placement	100.0%	76.0%	69.0%	46.7%	Quarterly

New Indicators

The following indicators were started to be collected as part of the scorecard half way through the year - the following figures therefore represent six month's data.

LSCB Safeguarding Arrangements - Partner Agencies

MAPPA - LLR Reporting Only			
		Total	Reporting Frequency
Number of 18yr olds managed at level 2-3 meeting		0	Yearly
Percentage of meetings level 2-3 attended by a Social Worker or Team Manager	<i>Level 2</i>	2/3 = 66.7%	Yearly
	<i>Level 3</i>	N/A	
Offenders discussed at MAPPA that have an assessed learning disability or allocated CPN.		1	Yearly
Parents, carers or guardians requesting information re; child sex offender disclosure scheme	<i>Applications</i>	3	Yearly
	<i>Disclosures</i>	1	Yearly
Police - LLR Reporting Only			
Number/Percentage of initial CP			Yearly

conferences attended by Police		
Percentage of all initial conferences where reports were provided		Yearly
Number/Percentage of initial CP conferences attended by Police		Yearly
Percentage of all review conferences where reports were provided		Yearly
Number of pre-birth CP conferences attended by Police		Yearly
Percentage of all pre-birth conferences where reports were provided		Yearly
Number of reports of MISPER (missing from home)		Yearly
Police referrals to Health		Yearly
Police referrals to Social Services		Yearly
Police Referrals to Education		Yearly
Police Referrals to Other Agency		Yearly
No action Required		Yearly
Unknown		Yearly
Number of children's referrals including police checks in the 11/12 year	18500	Yearly
Open Safeguarding Investigations (Leicestershire & Rutland)		Yearly
Probation	Total	Reporting Frequency
Number of cases (persons convicted) who are identified as high risk to children. Leicestershire & Rutland	62	Yearly
MARAC - LLR Reporting Only		
Number of cases discussed	451	Quarterly
Number of repeat cases in the last 12 months	102	Quarterly
Number of cases discussed where children in household	568	Quarterly

Number of referrals from CSC	1	Quarterly
Number of referrals from Police	253	Quarterly
Number of referrals from other agencies	197	Quarterly
<i>Comments:</i> MARAC cannot split Leicestershire & Rutland Data. No local or National targets. Only National averages against ethnicity, LGBT, Disability. This cannot be split by LA. MARAC is also reported in Adults scorecard. Source of Data: Sharon.jones@leicestershire.pnn.police.uk		
CDOP - LLR reporting Only	Total	Reporting Frequency
Number of children killed in road traffic accidents	3	Half Year
Number of children's deaths reported in relevant timescales (next working day)	107 notifications received. 72 within agreed timeframe.	Half Year
UHL - LLR Reporting Only	Total	Reporting Frequency
Number of referrals for children to University Hospitals Leicester by reason:-		Yearly
Domestic Abuse	112	
Deliberate self- harm	269	
Physical Abuse	126	
Neglect	17	
Emotional Abuse	0	
Total	524	
LPT - LLR Reporting Only		
Number of CP medicals by reason:-		
Physical Abuse	208	Yearly
Sexual Abuse	41	
Chronic Neglect	15	
Total	264	
Number of strategy discussions which did result in an assessment on the same day. Requested by:-		
CSC	94	Yearly
GP	17	
Police	12	
Other	17	
Total	140	

	Total	Reporting Frequency
Child Protection medicals requested by geographical area:-		
Leicester City Child	199	Quarterly
County & Rutland Child	205	
Out of Area Child	0	
PCT not known	0	
Total	404	

Section 11 Audit and other audit outcomes

Planning for the first stage entailed the following:

- 30 safeguarding effectiveness questions prepared for Board members ensuring a response from the local authorities and all partner members of the LR LSCB – 27 in total.
- Questions were formatted into a 'Survey Monkey' questionnaire; research had shown this electronic internet resource provided an effective and simple tool.
- A directive accompanying the questionnaire was that each question must be answered by the Board member themselves or their named senior representative to ensure only one senior level response to prevent any confusion.
- Responses would be answered in terms of whether the agency was fully, partially or non-compliant in systems and practices for the area specified by the question.
- A response date was clearly issued.

Agencies had clearly been able to highlight gaps in their safeguarding processes and undertake actions to resolve this. These can be split into common themes:

- The changes for training delivery clearly required new actions and additional assurances.
- Not all agencies were seeing safeguarding as everyone's business.
- The Think Family agenda required additional work.
- Greater awareness raising and an understanding of the requirements for SCRs required.
- The identification of additional work in safeguarding and LAC needed to satisfy inspectors.
- Improvements for staff induction programmes.
- Improvements for safe recruitment training and delivery.

Three agencies reported immediate full compliance to the S11 Audit questions. The remaining agencies, having assessed themselves as either partially or non-

compliant then completed a S11 Single Agency Action Plan providing actions and timescales to show how shortfalls would be resolved.

From the outset this S11 Audit was planned as two phases and the second phase will shortly be launched. The SEG has commissioned a Task and Finish Group to look at the most effective way for frontline staff of the two local authorities and partner agencies to be asked for their perceptions of the safeguarding practices and systems in place.

The two different phases will provide comparisons between senior level and frontline staff perceptions of the safeguarding effectiveness within their agency. It is envisaged that perceptions will differ and provide a useful reality check for agencies.

Organisation	Survey Monkey Audit Completed	Compliance Fully Partially Non	Returned Agency Individual Action Plans	Outstanding Actions Completed	Issues being Monitored / Reviewed	Compliance: Fully Partially Non
University Hospitals of Leicester (UHL)	Yes	Partial	Yes	Yes		Fully
Leicestershire Fire & Rescue Service (LFRS)	Yes	Partial	No			Advisory Role
Rutland County Council	Yes	Partial	Yes	Yes		Fully
NHS East Midlands (SHA)	Yes	Partial	Yes	Yes		Fully
Loughborough College	Yes	Partial	No		Yes	
Leicestershire Partnership Trust (LPT)	Yes	Fully	N/A	N/A		Fully
Crown Prosecution Service	No	Partial	N/A	N/A		Advisory Role
NSPCC	Yes	Partial	Yes	Yes		Fully
Connexions	Yes	Partial	Yes	Yes		Fully
NHS LCR CHS	Yes	Partial	Yes	Yes		Fully
Blaby District Council	Yes	Partial	No	Underway	Yes	Partially
Oadby & Wigston Borough Council	Yes	Partial	Yes	Underway	Yes	Partially
Charnwood Borough Council	Yes	Partial	No	Underway	Yes	Partially
Leicester City Community Health Services	Yes	Partial	Yes	Yes		Fully
LCC Adults and Communities	Yes	Partial	Yes	Underway	Yes	Partially
LCC CYPS CSC	Yes	Fully	N/A	Yes	N/A	Fully
Hinckley &	Yes	Partial	Yes	Underway	Yes	Partially

Organisation	Survey Monkey Audit Completed	Compliance Fully Partially Non	Returned Agency Individual Action Plans	Outstanding Actions Completed	Issues being Monitored / Reviewed	Compliance: Fully Partially Non
Bosworth Borough Council						
Leicestershire & Rutland Probation Trust	Yes	Partial	Yes	Underway		
East Midlands Ambulance Service	Yes	Partial		Underway		
Voluntary Action LeicesterShire	Yes	Partial	Yes	Yes		Fully
Cafcass	Yes	Fully	N/A	N/A		Fully
Harborough District Council	Yes	Partial	No	Underway	Yes	Partially
North West Leicestershire District Council	Yes	Partial	No	Underway	Yes	Partially
Leicestershire Constabulary	Yes	Partial				
Youth Offending Service	Yes	Partial	Yes	Underway	Yes	Partially
Melton Borough Council	Yes	Partial	Yes	Underway	Yes	Partially
NHS LCR	Yes	Partial	Yes	Yes		Fully

b. Risk Management

Towards the beginning of the year, Board members participated in an exercise to produce a new multi-agency risk register for the LSCB. This proved to be a very detailed document identifying over 30 potential risks and the associated actions required for mitigation.

The process adopted is for the executive group to monitor the register on a regular basis and significant risks or new risks are highlighted to the Board.

c. Outcomes from external inspections

There has been extensive inspection activity during 2011/12.

There have been unannounced and Safeguarding and Looked After Children (SLAC) inspection carried out by Ofsted in both Leicestershire and Rutland. A pilot inspection of child protection under the new Ofsted framework was carried out in Leicestershire.

The unannounced inspection of contact, referral and assessment in Rutland was carried out in June 2011. No areas for priority action were identified. Five areas for development were identified.

The SLAC inspection in Rutland took place in October 2011. Safeguarding was judged to be adequate and provision for Looked After Children was judged to be good.

The unannounced inspection of contact, referral and assessment in Leicestershire was carried out in July 2011. No areas for priority action were identified. Two strengths and five areas for development were identified. The SLAC inspection of Leicestershire took place in March 2012. Safeguarding was judged to be adequate and provision for Looked After Children was judged to be good.

The pilot inspection of Leicestershire under the tougher-test child protection framework took place in November 2011 and judged the provision to be good.

A number of positive comments were included in these reports on the work of the LSCB and improvements it had secured during the year covered by this Annual Report. Examples are set out below.

The SLAC inspection of Rutland noted that:

'The LSCB is effective, and the interim independent chair is providing active leadership and challenge. The Board's effectiveness has a positive impact on partnership working, such as joint work to identify and address the risk of sexual exploitation for children who go missing.'

It went on to point out that:

Joint arrangements with Leicestershire for the LSCB are robust. The Board's partnership with the Children's Trust, including the requirements for mutual challenge, are clearly set down in a written agreement that is being appropriately updated in the light of the Trust's reconfiguration. The formal relationship between the interim Independent Chair of the Board and the Director of Children's Services (DCS), and the opportunity for challenge, is similarly clearly established.

The report went on to compliment the introduction of the 'balanced scorecard' and performance monitoring arrangements, the Section 11 audit, and the strong multi-agency representation on the Board and its Subgroups.

It pointed out that 'A rigorous process is in place for determining the need for SCRs and SILPs' and conclusions from both types of review in the full LSCB area are implemented where appropriate and their impact overseen by the Board's Safeguarding Effectiveness Group. Learning points from reviews are published in a quarterly bulletin on the Board's website and are incorporated into training seminars to improve safeguarding practice.

The Leicestershire SLAC report including similarly positive comments about the LSCB stating that:

'The LSCB joint arrangements with Rutland are robust and augmented by links with the Leicester City SCB on common issues to ensure cohesion which include

common safeguarding procedures that are co-terminus for the Police and NHS Trusts.'

'The LSCB meets its statutory responsibilities and provides effective community and professional leadership in relation to universal, targeted and specialist services'

It went on to state that:

'Increasingly effective systems are in place across the partnership to monitor safeguarding performance with ambitious plans for future developments. For example the LSCB has introduced a multi- agency 'balanced scorecard' to enable it to compare and monitor local performance against that of statistical neighbours as well as nationally.

The report included judgements that partnership working was good, that appropriate agencies were involved in the Board, that effective performance management arrangements were being developed and that there was regular communication between the LSCB and the Children's Commissioning Board.

Commenting on the work undertaken to align the LSCB and SAB inspectors commented that:

The Chair of the LSCB also chairs the Safeguarding Adult Board. A joint business unit has been developed and two Subgroups merged to bring efficiencies to both Boards and to enable close working of the two boards whose interests overlap considerably.

CDOP

The Child Death Overview Process has been established across Leicester, Leicestershire & Rutland since February 2009.

CDOP is a Subgroup of both the Leicester City SCB and the Leicestershire and Rutland LSCB. Under current arrangements the CDR Manager is an officer of the respective LSCB's and required to report to the Boards at agreed timescales to provide assurance to partners in relation to the effectiveness of LLR CDOP and the work it undertakes. In order to progress the work undertaken by CDOP the manager forms part of the membership of a number of forums, such as the Stay Safe Development Group, the Suicide Audit Prevention Group and the Perinatal Review Group (based within the local NHS Trust).

All cases are presented to a panel of professionals for review. Membership includes representatives from local authority, NHS, the acute health sector, public health, emergency services and community health. Additional members may also be invited to attend if expertise in a particular field is required. The panel currently meet on a monthly basis.

Changes to the panel made during 2011/12 mean the following has been achieved:

LLR CDOP is operating in line with national guidance and working well in comparison to CDOP's in other areas. This is further supported by the national reports regarding CDOP published by the Department for Education. Data supplied to the Department for Education relates to notifications from April 1st 2009 - March 31st 2011.

LLR CDOP held monthly panel meetings and has increased the number of cases being presented at panel and currently aim to take at least 8. In the 24 month time period captured within the Department for Education data LLR CDOP held 20 panels.

In order to ensure learning is on-going the CDR Manager 'themes' cases and on a quarterly basis returns them to panel, alongside new notifications with comparable factors. This provides panel the opportunity to review learning and recommendations made and ensure there is a consistent approach. Outlined below are areas of work that LLR CDOP are involved in;

Safe sleeping

This has been highlighted nationally as an area where there is a need to maintain raised awareness. LLR are currently undertaking work to review information that is provided to families around this subject and identify ways of ensuring the message is delivered effectively. This includes participating in road shows, working with health visitor leads and midwives to review current information, as well as looking at wider targeting of groups, such as extended families who provide childcare and foster carers and the wider workforce.

Consanguinity

A task and finish group is being established to link in with research that has been undertaken in Bradford in relation to consanguinity and its impact on mortality and review the information and support that is made available to communities in relation to this area.

Neonatal Deaths

Having identified the review of neonatal deaths as a significant proportion of LLR CDOPs work, UHL established a dedicated forum for the review of such cases which encompasses the various professional specialities involved in the care of neonates. The CDR Manager is invited to attend the reviews in order to ensure there is congruency between this and the CDOP process. This work also supports the perinatal mortality work being undertaken by University Hospital Leicester, NHS Leicester City and the University of Leicester.

A review of the current standard operating policy in relation to the staffing of neonatal beds across sites has also been undertaken following review of a case at panel. As part of this work the current policy in relation to the monitoring of neonates being transferred to low dependency care (prior to discharge home) was also reviewed in comparison with national standards.

Facilitating a regional and national picture

LLR CDOP has undertaken a local campaign to highlight the dangers associated with looped cord blinds. LLR CDOP provided posters for utilisation as part of the campaign and also provided links to available support resources. As a result of this partnership approach Local Authority Trading Standards Officers also undertook test purchases of products to ensure compliance with the legislation. Issues identified for learning have also been incorporated into the 'Warning Zone', a project of Leicestershire and Rutland Crimebeat Ltd which is targeted at year 6 children.

Sharing good practice

Areas of identified good practice have been disseminated with colleagues regionally and nationally. Examples include;

Sharing of care packages with neighbouring trusts for children receiving palliative care management at home.

Disseminating with colleagues nationally the results of a review following an incident that led to a change in local practice as to how patients undergoing video telemetry are monitored.

Work with partner agencies

- A project between the Police and the CDR Manager to develop a booklet for professionals involved in the review of unexpected deaths in order to streamline processes and provide a resource containing consistent up to date information.
- A system highlighting to Police residential addresses where a child may have an end of life care plan in place, thus assisting them in their decision making process when a call is made to them informing them that a child has died at their home address.

CDOP seek to ensure families are signposted to appropriate services in order to ensure they are able to make informed decisions. It is requested that in all relevant cases a record is made whether interpreters are required and available and if families are made aware of genetic counselling services.

Where appropriate identified CDOP panel members are requested to ensure learning points are captured within appropriate forums within their respective organisations. In order to monitor this members are required to feedback to panel relating to any actions / outcomes they have undertaken.

A multi-agency day was hosted by the CDR Manger and colleagues from the Police and Health. The aim was to provide professionals involved in the process with of an overview of how the information they supply informs the CDOP process and allow them to work through the stages of preparing a case for review at panel enabling them to gain an insight into the work undertaken by CDOP and the role they play within it.

Close links have been established with both of HM Coroners with jurisdiction within LLR in order to ensure there is an agreed process for mutual sharing of information. By enabling information to be shared proportionally and appropriately it is hoped there will be a fuller understanding of the factors associated with child deaths.

CDOP was pivotal in providing Public Health with timely information to assist with the coordination and informing of multi-disciplinary teams during an increase in respiratory related deaths.

If this work was not undertaken there would not be a coordinated response to child deaths and the LSCB would not be adhering to their statutory duty.

LOOKING FORWARD – 2012/15

The new LSCB Business Plan, published in April 2012 is the first integrated Business Plan produced by the Leicestershire and Rutland Safeguarding Boards for children and adults and it aims to support our commitment to keeping our communities safe.

It sets out the key strategic priorities for the two Boards over the next three years and this is set out in full in Appendix B.

Many partners and stakeholders were involved in the creation of the Business Plan. The Plan will be delivered at a time of significant change at national and local levels. The content is designed to reflect and respond to these influences including:

- National reviews of the roles of LSCB's and SAB's – including the implementation of the Munro Review;
- Recommendations from inspections that have taken place in the two counties;
- The outcomes of Serious Case Reviews – at both national and local levels;
- Evaluations of our performance against our Business Plans in 2011/12
- Analysis of need in Leicestershire and Rutland;
- Priorities for action emerging from our own Quality Assurance and Performance Management arrangements;
- The views of stakeholders including the outcomes of engagement activities;
- Best practice reports issued by Ofsted, ADCS and ADASS

We have identified 5 key priorities for our work over the next three years.

- Improving the effectiveness of the two Boards
- Improving the operational effectiveness of both individual agencies and partnership working in support of the safeguarding and welfare of children, young people, adults and communities;
- Strengthening quality assurance and performance management
- Improving communication and engagement
- Developing cross-cutting approaches to support families and communities with complex needs.

This Business Plan sets out the actions we will take to address these objectives with the overall aim of better safeguarding the children, adults and communities of Leicestershire and Rutland.

The Plan will be implemented during a period of major challenge. Many agencies in the LSCB / SAB partnerships are under-going major organisational

and structural change whilst facing reductions in budgets. In addition we will be developing new strategic arrangements such as the creation of Health and Well-Being Boards and new approaches to commissioning and providing services. Safeguarding is everyone's business. Never has it been more critical for LSCB's to show strong, robust and effective leadership in securing the safeguarding and well-being of our communities. This Business Plan is intended to set a clear framework within which this leadership can be delivered.

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LEICESTERSHIRE & RUTLAND LOCAL SAFEGUARDING CHILDREN BOARD OBJECTIVES

OBJECTIVE 1 - SAFEGUARDING – To Safeguard & promote the welfare of children.

- Develop monitoring systems that allow the Board to understand trends in Safeguarding activity and identify gaps.
- Establish a new training strategy that allows the delivery of training to be commissioned by the Leicestershire & Rutland Children Trust Boards.
- Incorporate learning from single and multi-agency investigations into the work of agencies and the LSCB.
- The Board is assured that Member organisations have robust Safeguarding arrangements.

OBJECTIVE 2 – LSCB ONE YEAR THEME, BABIES & INFANTS – Focus the effort of the Boards partner agencies to better Safeguard Babies & Infants who continue to remain at acute risk in Child Protection cases.

- Gain a better understanding of the issues to enable the reshaping of practice in order to reduce the risk.
- Develop strategies to improve the quality of supervision and enable challenge and escalation where required.
- Increase the involvement of operational staff in learning events to ensure lessons are embedded in practice

OBJECTIVE 3 – THINK FAMILY/THINK COMMUNITY – Strengthen multi agency working to prevent harm and abuse.

- To understand the Board links with the wider Safeguarding community – Adults, Domestic Violence, Community Safety, Leicester City Safeguarding Children Board
- Develop communication pathway to and from the Safeguarding Board
- Agree areas of joint working across adult & children service areas.

OBJECTIVE 4 – FINANCE & BOARD MANAGEMENT – To ensure that the LSCB planning for 2011/12 takes note of resources needed to fund the work of the Board

- Develop robust finance monitoring systems.
- Ensure a Safe and cost effective amalgamation of LSCB & SAB business processes and Subgroup structures.

LEICESTERSHIRE AND RUTLAND LOCAL SAFEGUARDING CHILDREN BOARD – EXECUTIVE GROUP

OBJECTIVE 1								
Action	Lead Organisation / Officer	Working Together ref. (where applicable)	Outputs Intended	Outcomes Sought	Key Milestones & Dates	LSCB Budget allocation	Other aligned work streams	Links with Other Delivery Groups or funding sources
Transfer the responsibility for LSCB training to a new delivery model	LSCB Children's Trust Boards	Chapter 4	To have the new training strategy agreed by the LSCB Joint Start & finish group with the City to agree a training delivery plan	A safe transition to the new training delivery plan. Freeing LSCB resources to monitor the effectiveness of both single agency & multi agency training and allowing agencies to integrate LSCB Safeguarding Training into their currently delivered training To work to integrate adult Safeguarding training into the process	Strategy agreed March 2011 Children Trust Board to agree an agency delivery plan by June 2011 Implementation by September 2011	Amount available to support on-going training delivery to be identified in the joint LSCB / SAB budget	Start and finish group	Agencies to identify on-going development funding to deliver training

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OBJECTIVE 2								
Action	Lead Organisation / Officer	Working Together ref. (where applicable)	Outputs Intended	Outcomes Sought	Key Milestones & Dates	LSCB Budget allocation	Other aligned work streams	Links with Other Delivery Groups or funding sources
Develop and implement the LSCB one year - Theme Safeguarding & Babies in child protection cases.	Walter McCulloch	No applicable references in WT 2010. Babies are a focus in the research of Professor Harriet Ward and the Biennial Studies of Serious Case Reviews (2003/10)	Ensure that identified themes in relation to safeguarding babies from recent reviews are incorporated into LSCB core business	To reduce the numbers of babies in child protection cases being significantly harmed or dying.	Introduced in April 2011 and to continue as a theme throughout 2011/12	From existing LSCB budgets	Task and Finish Group established to progress the work. LSCB Subgroups and partner agencies to progress work identified.	

OBJECTIVE 3								
Action	Lead Organisation / Officer	Working Together ref. (where applicable)	Outputs Intended	Outcomes Sought	Key Milestones & Dates	LSCB Budget allocation	Other aligned work streams	Links with Other Delivery Groups or funding sources
Participation of Children in the LSCB	LSCB Chair	Chapter 2 Page 42 Para 2.11	Effective communication pathways in place between the LSCB and children's groups in both Leicestershire and Rutland	Listen to and consult children on safeguarding issues ensuring their views and opinions are taken into account when setting LSCB objectives	Develop on-going consultation processes in Leicestershire & Rutland throughout the year	From existing LSCB budgets		

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OBJECTIVE 4								
Action	Lead Organisation / Officer	Working Together ref. (where applicable)	Outputs Intended	Outcomes Sought	Key Milestones & Dates	LSCB Budget allocation	Other aligned work streams	Links with Other Delivery Groups or funding sources
Management and Administration of the LSCB	Chris Tew (Board Manager)	Chapter 3 Page 87 Para 3.1	Co-ordinate the work of the Board and its Subgroups	Ensure the Board has the structure and information available to it to be able to be effective in safeguarding children	Throughout 2011/12	Existing LSCB budget	Safeguarding Adults Board Leicestershire & Rutland Children's Trust Boards	
Development of joint SAB / LSCB Business Office processes	Chris Nerini & Chris Tew		Amalgamate Budgets, staff, office structures and business processes.	Ensure a safe and cost effective amalgamation of LSCB and SAB business processes and Subgroup structures	Throughout 2011/12 until completion of SAB / LSCB amalgamation	Existing LSCB budget	Safeguarding Adults Board	Existing SAB budget

**LEICESTERSHIRE AND RUTLAND LOCAL SAFEGUARDING CHILDREN BOARD –
SAFEGUARDING EFFECTIVENESS GROUP**

OBJECTIVE 1								
Action	Lead Organisation / Officer	Working Together ref. (where applicable)	Outputs Intended	Outcomes Sought	Key Milestones & Dates	LSCB Budget allocation	Other aligned work streams	Links with Other Delivery Groups or funding sources
Undertake Section 11 audits on behalf of the LSCB	Chris Nerini (Subgroup chair)	Chapter 3 Page 88 Para 3.8	Review Safeguarding standards across all LSCB agencies Provide a yearly report to the CTB(s)	Ensure the LSCB and individual agencies are aware of their current Safeguarding Effectiveness and how to improve their performance	Produce a report on the effectiveness of agencies for the CTB in 2011	£200 for audit management software	Stay Safe outcome Children & Young Peoples Plan	
Core Data Set	Chris Nerini (Subgroup chair)	Chapter 3 Page 88 Para 3.8	Provide early indicators of areas of work that require further scrutiny To highlight identified issues to the Board	Ensure the LSCB and individual agencies are aware of their current Safeguarding Effectiveness and how to improve their	Throughout 2011/12	From existing LSCB budgets	Stay Safe outcome Children & Young Peoples Plan	

Action	Lead Organisation / Officer	Working Together ref. (where applicable)	Outputs Intended	Outcomes Sought	Key Milestones & Dates	LSCB Budget allocation	Other aligned work streams	Links with Other Delivery Groups or funding sources
Case File Monitoring activity	Chris Nerini (Subgroup chair)	Chapter 3 Page 88 Para 3.8	Reality checks of cases that are dealt with across member agencies to ensure procedure is embedded in practice.	Children are safeguarded effectively in line with agreed procedures	Throughout 2011/12	From existing LSCB budgets		
Reality checking of the implementation of SCR actions	Chris Nerini (Subgroup chair)	Chapter 3 Page 88 Para 3.8	Ensure all LSCB actions from SCR & SILP actions are completed within agreed timescales	Issues highlighted for improvement are implemented and embedded in agency practice.	Throughout 2011/12	From existing LSCB budgets		
Receive Effectiveness reports from agencies that are produced for other purposes	Chris Nerini (Subgroup chair)	Chapter 3 Page 88 Para 3.8	Ensure a wide range of inspection reports are considered by the LSCB Duplication of	The LSCB has access to a wide range of reports from agencies that could have implications for	Throughout 2011/12	From existing LSCB budgets		Executive Group Development & Procedures Subgr Safeguarding

			requests for data is avoided.	multi-agency working.				Adults Board
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LEICESTER CITY SAFEGUARDING CHILDREN BOARD, LEICESTERSHIRE AND RUTLAND LOCAL SAFEGUARDING CHILDREN BOARD – CHILD DEATH OVERVIEW PANEL

OBJECTIVE 1								
Action	Lead Organisation / Officer	Working Together ref. (where applicable)	Outputs Intended	Outcomes Sought	Key Milestones & Dates	LSCB Budget allocation	Other aligned work streams	Links with Other Delivery Groups or funding sources
Reviews of Child Deaths	Cath Pritchard (Panel chair) on behalf of Leicester City, Leicestershire & Rutland	Chapter 7 Pages 208 - 231	Review information to determine whether child deaths are preventable Collation and dissemination of data	To work towards reducing Child deaths.	Throughout 2011/12	£30,000 from Area Based grant. Manager & admin hosted by LCCHS		

LEICESTERSHIRE AND RUTLAND LOCAL SAFEGUARDING CHILDREN BOARD - SERIOUS CASE REVIEW SUBGROUP

OBJECTIVE 1								
Action	Lead Organisation / Officer	Working Together ref. (where applicable)	Outputs Intended	Outcomes Sought	Key Milestones & Dates	LSCB Budget allocation	Other aligned work streams	Links with Other Delivery Groups or funding sources
Reviewing Serious Incidents	Walter McCulloch (Subgroup chair)	Chapter 8 Pages 233 - 256	Consider appropriate responses to reports of serious incidents Progress case review processes. Manage the publication process of case reviews	To ensure the learning from serious incidents are embedded in the practice of agencies	Throughout 2011/12	£20K for LSCB	Reviews of Child Deaths	

LEICESTER CITY SAFEGUARDING CHILDREN BOARD, LEICESTERSHIRE AND RUTLAND LOCAL SAFEGUARDING CHILDREN BOARD – DEVELOPMENT & PROCEDURES SUBGROUP

OBJECTIVE – 1								
Action	Lead Organisation / Officer	Working Together ref. (where applicable)	Outputs Intended	Outcomes Sought	Key Milestones & Dates	LSCB Budget allocation	Other aligned work streams	Links with Other Delivery Groups or funding sources
Child Sexual Exploitation/ Trafficking	Caroline Tote (Subgroup chair on behalf of Leicester City, Leicestershire and Rutland)	Chapter 6 Pages 191 and 204	Co-ordinate the implementation of the CSE action plan within the work of all agencies	To reduce the number of Children and young people who are the subject of Sexual Exploitation.	Throughout 2011/12. Third year of the project.	Project manager and admin hosted by Leicestershire Police		
Self-Harm by Children & Young People	Chris Nerini		By establishing a multi-agency start & finish group ensure all agencies are working in a co-ordinated way	To reduce instances of self-harm and suicide in children & Young People	Throughout 2011/12	From existing LSCB budgets		

OBJECTIVE 3								
Action	Lead Organisation / Officer	Working Together ref. (where applicable)	Outputs Intended	Outcomes Sought	Key Milestones & Dates	LSCB Budget allocation	Other aligned work streams	Links with Other Delivery Groups or funding sources
Safe Transfer of information	Peter Jackson (Start & Finish Group chair)		Co-ordinate the implementation a system to exchange sensitive information securely	The safe and secure transfer of sensitive information between member agencies and individuals undertaking key work for the Board.	Implementation by July 2011	£15,000		£15,000 from the City SCB £15,000 from Health commissioners.
Developing LSCB Procedures	Chris Nerini (Joint Subgroup chair)	Chapter 3 Page 90 Para 3.13	Develop safeguarding policies and procedures Agree the content of these across the agencies Ensure their easy access and dissemination	To ensure that professionals and members of the public have ready access to the LSCB procedures.	Live by June 2011 and then on-going updating of the procedures	£4,150 during the first 18 months	Commonality of procedures across local authority borders	Working with the City SCB who are matching funding.

OBJECTIVE 3

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LSCB VOLUNTARY & COMMUNITY SECTOR (VCS) REFERENCE GROUP

Action	Lead Organisation / Officer	Working Together ref. (where applicable)	Outputs Intended	Outcomes Sought	Key Milestones & Dates	LSCB Budget allocation	Other aligned work streams	Links with Other Delivery Groups or funding sources
Enhance awareness of the LSCB among VCS agencies	Wendy Brickett (on behalf of VCS reference group)		Ensure that VCS agency staff understand the LSCB role and the need to Safeguard children and young people within LSCB procedures and guidance.	Children are better safeguarded by a wider range of professionals outside the statutory sector	On-going monitoring by the VCS reference group	From existing LSCB and VCS budgets		
Increase the numbers of VCS staff/volunteers attending CYP Safeguarding Training	Wendy Brickett (on behalf of the VCS reference group)		More VCS staff and volunteers attend safeguarding training	The awareness of safeguarding is raised among members of the VCS sector	Throughout 2011/12. Review in September 2011 when the delivery of training methods change	No fixed amount for VCS. However the LSCB will be funding the training from its budget until September 2011	Training delivery project	

Appendix B

Leicestershire and Rutland Safeguarding Adults and Local Safeguarding Children Boards

Business Plan 2012/15

Introduction

Leicestershire and Rutland Local Safeguarding Children Board (LSCB) and Safeguarding Adults Board (SAB) are committed to safeguarding and promoting the welfare of all people in the two counties.

This is the first integrated Business Plan produced by the Leicestershire and Rutland Safeguarding Boards for children and adults and it aims to support our commitment to keeping our communities safe.

2011 saw a major review of our safeguarding board arrangements. We decided to retain two Boards but to better integrate their work. As a result we now have:

- One chair for both LSCB and SAB
- Hold Board meetings on the same day
- A single Executive Group
- A number of integrated Subgroups
- An integrated budget
- A single business office support to the two Boards.

In addition we have agreed to create a single Business Plan setting out the key strategic priorities for the two Boards over the next three years and this is set out in this document.

Many partners and stakeholders have been involved in the creation of this Business Plan and I thank everyone for the time and commitment they have put in to building it. It sets out our key objectives for 2012/15 together with the actions that we will take to deliver

these objectives. Most importantly it aims to deliver improvements in the way we safeguard and promote the welfare of children, adults and communities across Leicestershire and Rutland.

The Plan will be delivered at a time of significant change at national and local levels. The content is designed to reflect and respond to these influences including:

- National reviews of the roles of LSCB's and SAB's – including the implementation of the Munro Review;
- Recommendations from inspections that have taken place in the two counties;
- The outcomes of Serious Case Reviews –at both national and local levels;
- Evaluations of our performance against our Business Plans in 2011/12
- Analysis of need in Leicestershire and Rutland;
- Priorities for action emerging from our own Quality Assurance and Performance Management arrangements;
- The views of stakeholders including the outcomes of engagement activities;
- Best practice reports issued by Ofsted, ADCS and ADASS

We have identified 5 key priorities for our work over the next three years.

- Improving the effectiveness of the two Boards
- Improving the operational effectiveness of both individual agencies and partnership working in support of the safeguarding and welfare of children, young people, adults and communities;
- Strengthening quality assurance and performance management
- Improving communication and engagement
- Developing cross-cutting approaches to support families and communities with complex needs.

This Business Plan sets out the actions we will take to address these objectives with the overall aim of better safeguarding the children, adults and communities of Leicestershire and Rutland.

The Plan will be implemented during a period of major challenge. Many agencies in the LSCB / SAB partnerships are under-going major organisational and structural change whilst facing reductions in budgets. In addition we are developing new strategic arrangements such as the creation of Health and Well-Being Boards and new approaches to commissioning and providing services.

Safeguarding is everyone's business. Never has it been more critical for LSCB's and SAB's to show strong, robust and effective leadership in securing the safeguarding and well-being of our communities. This Business Plan is intended to set a clear framework

within which this leadership can be delivered. The collaborative support of all agencies is essential to securing the impact this Business Plan seeks.

I commend the Plan to all partners and look forward to your support in achieving our goals.

A handwritten signature in black ink, reading "P. R. Burnett". The signature is fluid and cursive, with a large initial "P" and "R".

Paul Burnett
Independent Chair
Leicestershire and Rutland LSCB and SAB

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Safeguarding Adults Board

Strategic Priority One:	To improve the effectiveness of the Safeguarding Adults Board (SAB)
Other associated partnerships and / or strategic plans:	<ul style="list-style-type: none"> • Individual member agencies business plans • Health and Wellbeing Board commissioning strategy
Priority lead:	The Independent Chair of the LSCB & SAB

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
1.1	To develop a Quality Assurance and Performance Framework that includes: performance data to evaluate impact; a programme of multi-agency audits; service user feedback; engagement	Develop a balanced scorecard for the SAB Develop a SAB Engagement Strategy which	Chairs of the joint SEG Chair of Communications & Engagement Subgroup	The production of a Balanced scorecard that will inform the Board on a regular basis of good performance and those areas of agency performance that may need intervention. Completion of the programme of multi-agency audits. An engagement strategy is in place which includes the voluntary and independent sector	Scorecard in place and being used by August 2012 Programme of audits completed with analysis and issues for Board consideration by March 2013.

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
	with the front-line	<p>includes the voluntary and independent sector and service users.</p> <p>To ensure that Front-line staff are aware and engaged with the work of the SAB by involving operational staff in task & finish groups where appropriate and there is a two way information sharing and learning communications process</p> <p>Further develop single and multi-agency safeguarding audits (details to be agreed by</p>	<p>Chairs of the joint SEG</p> <p>Chairs of the joint SEG</p>	<p>and service users. Engagement has taken place and there is evidence that the views of users have influenced change</p> <p>There are processes in place to ensure the involvement of staff and its effectiveness can be demonstrated to the SEG.</p>	<p>2012</p> <p>2012</p> <p>2012</p>

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
		SEG)			
1.2	The Board is assured that Member organisations have robust and safe commissioning and contracting arrangements	<p>Ensure the safeguarding adults Audit tool requires relevant information which assesses the quality and effectiveness of safeguarding performance within all partner agencies.</p> <p>All partner agencies take part in the annual safeguarding adults audit and respond in a timely way to SCR Action Plans</p>	Chief Officers and Lead Councillors	<p>Clear evidence of increased % of compliance in the safeguarding audit responses to audit.</p> <p>Agencies who were previously partially compliant in the 2011 safeguarding audit are able to demonstrate full compliance for safeguarding effectiveness.</p> <p>Clear evidence of performance from partner agencies (quantity & quality).</p>	<p>Safeguarding audit required for:</p> <p>2012</p> <p>2013</p> <p>2014</p>

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
1.3	The Board is assured that resources are efficiently and effectively deployed to support the Business Plan.	<p>Review investment methods.</p> <p>Review methods for staff deployment. Review the funding formula for agency contributions</p> <p>Further develop the methods for projection, monitoring and expenditure to ensure</p>	LSCB & SAB Business Manager	Clear evidence that the work of the Board is managed within the allocated budget.	2012/15

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
1.4	<p>Ensure that all business plans of partner agencies contain direct references to the safeguarding effectiveness objectives contained within the SAB Business Plan.</p>	<p>Chief Officers to undertake checks and to ensure the business plans within their own agency contains appropriate cross reference and relevance to the SAB Business Plan.</p> <p>Chief Officers ensure that any safeguarding issues identified within their agency are resolved appropriately to ensure staff are aware of any changes.</p>	<p>SAB Independent Chair. Lead Councillors for Leicestershire & Rutland.</p>	<p>The SAB, and the Health and Wellbeing Board are able to report continuity within separate business plans.</p> <p>SAB audits and single agency Audits will demonstrate clear compliance with safeguarding effectiveness requirements.</p>	<p>2012/15</p>

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
1.5	<p>Ensure that all service providers of all partner agencies, regardless of their agency status, are clear they have the same safeguarding responsibilities for vulnerable adults (<i>e.g. voluntary sector and private organisations etc</i>).</p>	<p>Develop a SAB Engagement Strategy which includes the voluntary and independent sector and service providers.</p> <p>Consider whether all elements of the Engagement Strategy can be used in a revised form of the safeguarding Audit for 2012 or whether this needs to be a separate audit tool.</p> <p>SAB partners</p>	<p>LSCB & SAB Independent Chair,</p> <p>Chair of Communications & Engagement Subgroup</p> <p>LSCB & SAB Business Manager, LSCB & SAB Officers.</p>	<p>A clear Engagement Strategy tool is in place to be able to inform SAB audits.</p>	<p>2012</p>

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
		ensure all relevant staff are clear about any new guidance or changes.			
1.6	Be assured that all service providers within partner agencies, regardless of status are delivering effective safeguarding provision for adults in need of safeguarding	The SAB will conduct a safeguarding audit to ensure objective 1.5 has been met.	LSCB Independent Chair, Business Manager SAB Officers.	Evidence will be provided to demonstrate to the public what we have done to make vulnerable adults safer .	2012/15.

Safeguarding Adults Board

Strategic Priority Two:	Ensure the Operational Effectiveness of the Safeguarding Adults Partner Agencies
Other relevant plans:	<ul style="list-style-type: none"> Individual member agencies business plans
Priority lead:	Independent Chair of the LSCB & SAB

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
2.1	Clarify the scope of the SAB in terms of both universal/early intervention safeguarding practice and safeguarding of vulnerable adults	Further develop positive and two way links between the SAB and other agency work streams working on improving universal/early intervention including the new Police integrated referral desk, the families with complex needs	Chair of the Executive Group	Redefine the scope of the SAB in the constitution document following the new government guidance on the work of SAB	2012/13

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
2.2	Incorporate learning from single and multi-agency investigations, including Serious Case Reviews (SCRs) and Significant Incident Learning Processes (SILPs), into the work of agencies and the SAB	<p>Further develop strategies to ensure that practice is adjusted where required to reduce significant harm to children.</p> <p>Further develop guidance for high quality supervision and ensure that challenge and escalation occurs when required in safeguarding practice.</p>	SCR Subgroup Chair plus relevant Chief Officers.	Evidence to demonstrate that the learning from these reviews has influenced practice and reduced significant harm to vulnerable adults	2012
2.3	Ensure Practice and Procedural Guidance is fit for purpose in light of the scope of the SAB (2.1 above) (possible change to definition)	Revise the guidance and adjust systems and practice accordingly.	SAB Independent Chair. Chairs of the SAB Subgroups	<p>A workable guidance document which up to date and is freely available for professionals and the public to use.</p> <p>Increased levels of compliance in the annual Adult Safeguarding Audit</p>	2013

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Safeguarding Adults Board

Strategic Priority Three:	Quality Assurance and Performance
Other relevant plans:	<ul style="list-style-type: none"> Individual member agencies business plans
Priority lead:	Chairs of the Safeguarding Effectiveness Subgroup. (SEG)

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
3.1	Develop robust monitoring systems that allow the Board to understand trends in Adult Safeguarding activity and identify gaps.	<p>Extending the work of the Safeguarding Effectiveness Group (SEG)</p> <p>Develop the content of the core data set in the Balance Score Card and Quality Assurance Framework</p>	Joint chairs of SEG.	<p>Clear evidence to show the SAB that effective safeguarding arrangements are in place</p> <p>Improved safeguarding outcomes for adults as indicated in the SAB Scorecard</p>	2012

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
3.2	Secure an effective training and development strategy that enables managers and staff to effectively implement safeguarding and ensure that training is effective	Develop a training effectiveness strategy and a strategy to ensure the effectiveness of training.	SAB Independent Chair and Executive Group Joint chairs of SEG.	Clear evidence to show the SAB that effective training arrangements are in place and properly evaluated Number of staff receiving safeguarding training Develop processes to measure the quality and impact of delivered safeguarding training Measure the quality and impact of delivered safeguarding development and training	2012 / 2013 / 2014. 2012 / 2013 / 2014 2012 2012 / 2013 / 2014
3.3	Seek assurances through audits of the impact upon intervention in vulnerable adults lives.	Case audits to be undertaken: Details of audit programme for 2012/13 to be agreed by the SEG	Joint chairs of SEG.	Evidence of the completion of audits and the evidence of changes in policy and practice that are implemented within agencies as a result of identifying issues.	2012 / 2013 / 2014.
3.4	Assurance that	Ensure the	Chief Officers and	Clear evidence of increased % of	Safeguarding audit required

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
	<p>safeguarding is integral to the Commissioning process</p>	<p>safeguarding adults Audit tool requires relevant information which assesses the quality and effectiveness of safeguarding performance within all partner agencies.</p> <p>All partner agencies take part in the annual safeguarding adults audit and respond in a timely way to SCR Action Plans</p> <p>Clarify the relationship between the SAB and the Health and Well-Being</p>	<p>Lead Councillors</p>	<p>compliance in responses to audit.</p> <p>Agencies who were previously partially compliant in the 2011 audit are able to demonstrate full compliance for safeguarding effectiveness.</p> <p>Clear evidence of performance from partner agencies (quantity & quality).</p> <p>The introduction of a protocol between the SAB & the Health & Well-being boards that clearly states the responsibilities of each group.</p>	<p>for:</p> <p>2012</p> <p>2013</p> <p>2014</p>

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
		Boards in Leicestershire and Rutland.			

Safeguarding Adults Board

Strategic Priority Four:	Communication and Engagement Develop a Communication and Engagement Strategy
Other relevant plans:	<ul style="list-style-type: none"> Agencies own Engagement and involvement strategies
Priority lead:	Joint LSCB & SAB Communications and Engagement Subgroup chair

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
4.1	Develop an adult safeguarding engagement strategy that	Establish a work stream through the communications and engagement	Chair of the Communications and Engagement Subgroup	Clear evidence that vulnerable adults are involved in the work of the SAB	2012/15

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
	secures the involvement of service recipients	Subgroup.			
4.2	Gain assurances that residents within Leicestershire and Rutland are instrumental in the safeguarding of vulnerable adults	<p>Establish membership and chairing arrangements for a new Communications & Engagement Subgroup.</p> <p>The new Communications & Engagement Subgroup will design a media strategy to raise public awareness of safeguarding being everybody's business.</p> <p>Devise further strategies to</p>	Chair of the Communications and Engagement Subgroup	<p>Evidence to show:</p> <p>A greater awareness by the general public of the need for safeguarding vulnerable adults</p> <p>An increased number of contacts from the general public relating to safeguarding.</p> <p>Other local and national bodies implement policies and practices proposed by the SAB</p> <p>Receive national recognition for good/outstanding practice</p>	2012/15

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
		show how the SAB is instrumental in influencing the safeguarding of vulnerable adults			
4.3	To develop more effective communications pathways with managers and staff in constituent agencies	SAB Independent Chair to provide a report to the Communications & Engagement Subgroup to initiate work.	Chair of the Communications and Engagement Subgroup	The policies and decisions of the SAB are reflected in operational activity.	2012
4.4	The profile of the SAB is raised	Work to produce a new SAB logo and independent website to raise the profile of the SAB with agencies and the public	Chair of the Communications and Engagement Subgroup	Date from site statistics to show that the website is being used by both professionals and the public	2012

Safeguarding Adults Board (Joint priority with the Safeguarding Children Board)

Strategic Priority Five :	Family and Community – Strengthen Multi Agency Working to prevent harm and abuse
Other relevant plans:	<ul style="list-style-type: none"> • VCS reference group action plan 2012-13 • Families with complex needs project (Leicestershire) • Individual agencies Business plan • Health & Wellbeing Board • Children Trust arrangements business plans • Leicester City SCB & SAB business plans
Priority lead:	Independent Chair of the LSCB & SAB

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
5.1	To have clarity regarding the extent to which safeguarding is addressed within specific priority areas: -domestic violence -adult mental	Work with and those projects and initiatives that are addressing these priority issues Including: Families with complex needs project	SAB Independent Chair and Executive Group	The integration of the Safeguarding Boards and member agencies within the work of the projects and initiatives that are addressing these priority issues The identification of any gaps in service provision within specific priority areas	2012/15

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
	<p>health - drugs and alcohol - child sexual exploitation</p>	<p>(Leicestershire)</p> <p>Implement a set of practice and procedures to underpin relationship between children and adult services – and the community safety team.</p> <p>Implement the actions set out in the DfE CSE Action Plan issued in November 2011.</p>		<p>Successful implementation of the actions set out in the DfE CSE Action Plan issued in November 2011.</p> <p>Clear understanding of the prevalence of CSE and an appropriate plan of action to address needs presented by audit of evidence.</p> <p>Clear set of practice and procedures in place to underpin relationship between children and adult services – and the community safety team.</p>	
5.2	<p>Develop communication pathway to and from the Safeguarding Board</p>	<p>Ensuring the Board constitution & TOR's reflect the agreed governance structure.</p> <p>Further develop the relationships with JAG's and</p>	<p>Independent Chair. Joint Executive Group & Communications and Engagement Subgroup.</p>	<p>Greater public knowledge of the Safeguarding Boards</p> <p>Involvement of Children, Young people and adult service users in the work of the safeguarding Boards</p> <p>Effective communication with</p>	<p>Establish the Communications and Engagement Subgroup and embed the engagement strategy - 2012</p> <p>Develop a communications strategy 2012</p>

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
		<p>Community Safety groups.</p> <p>To put in place an information and communication plan that enables effective relationships between the Safeguarding Boards and:</p> <ul style="list-style-type: none"> • other key strategic bodies such as HWB, Children's Trust/CCG, CSP • Partner agencies – particularly senior leaders • Front line staff • Service users and communities of Leicestershire and Rutland 		<p>key partnerships, senior leaders, front line staff and service users.</p>	<p>Ensure the Communications and Engagement strategies are used in the Safeguarding Boards business 2012/15</p>

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
5.3	To consider the extent of join up with Leicester City Board in relation to - Procedures - Training - Communication	Setting up a Development & Procedures Subgroup that manages work streams that span across LLR.	Chair of the task & finish group that is setting up the Subgroup	The Subgroup is set up meeting regularly and providing regular reports on current work to the Board.	2012/15
5.4	Agree process for managing Domestic Homicide Reviews (DHR's)	Continue with work across the SAB & LSCB to develop working processes regarding the effective management of DHR's To negotiate with CSP appropriate protocols, procedures and practice guidelines to undertake quality DHRs. To ensure	Chair of the Executive Group.	The establishment of working processes to manage DHR cases in an efficient and effective way. Arrangements in place to carry out DHRs DHRs completed to appropriate standards when they are undertaken Evaluation of approach after first year	2012 2013/15

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
		<p>appropriate resources are in place to support DHRs – both financial, human resource and 'in kind' capacity</p> <p>To put in place an evaluation process to test the effectiveness of the arrangements in Year 1.</p>			

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Local Safeguarding Children Board

Strategic Priority One:	Improving the effectiveness of the Local Safeguarding Children Board
Other relevant plans:	<ul style="list-style-type: none"> • Individual member agencies business plans • Health and Wellbeing Board commissioning strategy
Priority lead:	The Independent Chair of the LSCB & SAB

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
1.1	The Board is assured that Member organisations have robust Safeguarding arrangements both individually and in partnership with the LSCB.	<p>Ensure the S11 Audit tool requires relevant information which assesses the quality and effectiveness of safeguarding performance within all partner agencies.</p> <p>Further develop single and multi-agency safeguarding audits</p> <p>Continue to develop</p>	Chief Officers and Lead Councillors	<p>Clear evidence of increased % of compliance in S11 responses to audit.</p> <p>Agencies who were previously partially compliant in the 2011 S11 Audit are able to demonstrate full compliance for safeguarding effectiveness.</p> <p>Clear evidence of performance from partner agencies (quantity & quality).</p>	<p>S11 audit required for:</p> <p>2012</p> <p>2013</p> <p>2014</p>

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
	Be assured that partner agencies are all engaged with children and young people.	the core data set within the Balanced Score Card. All partner agencies take part in the annual S11 Audit and respond in a timely way to SCR Action Plans			
1.2	The Board is assured that resources are efficiently and effectively deployed to support the Business Plan.	Review investment methods. Review methods for staff deployment. Review the funding formula for agency contributions Further develop the methods for projection, monitoring and expenditure	LSCB Business Manager	Clear evidence that the work of the Board is managed within the allocated budget.	2012/15
1.3	Ensure that all business plans of partner agencies contain direct	Chief Officers to undertake checks and to ensure the business plans within their own agency	LSCB Independent Chair. Lead Councillors for Leicestershire & Rutland.	The LSCB, the Children's Trusts and the Children's Health and Wellbeing Board are able to report continuity within	2012/15

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
	relevance to the safeguarding effectiveness objectives contained within the LSCB Business Plan.	contains appropriate cross reference and relevance to the LSCB Business Plan. Chief Officers ensure that any safeguarding issues identified within their agency are resolved appropriately to ensure staff are aware of any changes.		separate business plans. LSCB audits and single agency Audits will demonstrate clear compliance with safeguarding effectiveness requirements.	
1.4	Ensure that all service providers of all partner agencies, regardless of their agency status, are clear they have the same safeguarding responsibilities for children and young people (e.g.	Combine the findings and recommendations from the Flack report and the Performance Framework to develop an LSCB Engagement Strategy. Consider whether all elements of the Engagement Strategy can be used in a revised form of the	LSCB Independent Chair & LSCB Business Manager, LSCB Officers.	A clear Engagement Strategy tool is in place to be able to inform LSCB audits.	2012

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
	<i>academies, voluntary sector and private organisations etc)</i>	S11 Audit for 2012 or whether this needs to be a separate audit tool? LSCB partners ensure all relevant staff are clear about any new guidance or changes.			
1.5	Be assured that all service providers within partner agencies, regardless of status are delivering effective safeguarding provision for children & young people.	The LSCB will conduct an audit to ensure objective 1.4 has been met.	LSCB Independent Chair, Joint Chairs of the SAB Business Manager LSCB Officers.	Evidence will be provided to demonstrate to the public what we have done to make Children & Young People safer. The LSCB & SAB Balanced Scorecard will be the mechanism used to manage this process.	2012 / 2013 / 2014.

Local Safeguarding Children Board

Strategic Priority Two:	Ensure the Operational Effectiveness of the Local Safeguarding Children Partner Agencies
Other relevant plans:	<ul style="list-style-type: none"> Individual member agencies business plans
Priority lead:	Chair of the Development and Procedures Subgroup.

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
Early Help					
2.1	Reduce the number of children and young people that are referred into child protection by improving the quality and impact of early help (Including	To monitor the number of CAFs undertaken, the multi-agency engagement in both CAF assessment and CAF implementation and the impact of CAF interventions in terms of impact on safeguarding outcomes for children		<p>Increase in number of CAFs</p> <p>Engagement of all appropriate agencies in CAF assessment and implementation – TAFs and TACs</p> <p>Reduction in the number of children and young people referred into child protection due to positive impact of CAF and other Early Help</p>	2012/15

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
	response to Munro)	and young people		interventions Evidence of an increase in CAF's from the Balanced scorecard	
Child Protection					
2.2	Incorporate learning from single and multi-agency investigations, including Serious Case Reviews (SCRs) and Significant Incident Learning Processes (SILPs), into the work of agencies and the LSCB.	Further develop strategies to ensure that practice is adjusted where required to reduce significant harm to children. Further develop guidance for high quality supervision and ensure that challenge and escalation occurs when required in safeguarding practice.	SCR Subgroup Chair plus relevant Chief Officers.	Evidence to demonstrate that the learning from these reviews has influenced practice and reduced significant harm to children.	2012
2.3	To seek assurances that work undertaken in relation to safeguarding	Continue to involve operational staff in learning events to ensure there will be on-going evidence of	Chair of the SCR Subgroup Business Office in	Clear evidence to demonstrate improved practices for safeguarding babies.	2012/15

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
	babies, who continue to remain at acute risk in Child Protection cases has had impact.	the impact of the learning received. Audit this work to see what impact is created.	preparing events for operational staff.		
2.4	To be assured that all recommendations and action plans arising from Leicestershire and Rutland SCRs and SILPs have been responded to within regulatory inspections.	SCR Agency representatives will continue to ensure actions arising from recommendations are completed within their agency. SCR Subgroup will continue to only sign off fully completed actions and then pass these (per case) to the SEG for further checks (see 3.1) Chief Officers and DCS will provide assurances	SCR Subgroup Chair and LSCB Independent Chair. Chief Officers and DCS	Clear evidence provided that recommendations have informed practice.	2012/15
2.5	Ensure action is taken in response to the Munro Review as it	Revise the work of Munro and adjust systems and practice accordingly.	LSCB Independent Chair. Chairs of LSCB Subgroups	Evidence of implementation of the new working together document.	2012/13 (Dependent on the publication of the New Working Together document

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
	impacts on child protection				
2.6	To reduce the number of cases requiring CPPs and Care.	By focusing on increasing the number of cases stepped down from Child Protection Plans (CPP) into early help and universal services. By ensuring there is rigorous planning and action in core and strategy groups, more rigorous performance management of CPPs	Heads of Safeguarding in the Local authorities	Evidence of a reduction in cases being managed by CPP Evidence from audits that there is rigorous planning in place resulting from core and strategy groups Decrease in the number of CCP from Balanced scorecard.	2012/15
Children in Care					
2.7	To reduce the percentage of children looked after at period end with three or more placements during the year.	Reported in monthly performance report. From 01.04.2012 In Leicestershire all children who have 2 placement moves will be targeted and tracked to ensure support is provided to maintain placement	Heads of Children in care in the relevant local authorities	Balanced scorecard monitoring by the LSCB SEG	2012/15

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
		stability and risk of 3 rd move is reduced			
2.8	To increase the number of looked after children cases which were reviewed within required timescales	The introduction of a more robust agreement process for delays monitored by the operations manager Safeguarding & improvement unit	Head of Safeguarding in relevant authorities.	Balanced scorecard monitoring by the LSCB SEG	2012/15
2.9	To increase the stability of placements of looked after children in care for at least 2.5 years have remained in same placement for last 2 years.	The introduction of a Permanence policy, a panel and tracking process in April 2012 in Leicestershire will prioritise the importance of securing and sustaining permanence in care (as well as securing legal permanence).	Heads of Children in Care in the relevant local authorities	Balanced scorecard monitoring by the LSCB SEG	2012/15

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Local Safeguarding Children Board

Strategic Priority Three:	Quality Assurance and Performance
Other relevant plans:	<ul style="list-style-type: none"> Individual member agencies business plans
Priority lead:	Chairs of the Safeguarding Effectiveness Subgroup. (SEG)

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
3.1	Seek assurances that partner agencies have robust Safeguarding arrangements both individually and in partnership with the LSCB.	<p>Extending the work of the Safeguarding Effectiveness Group (SEG)</p> <p>Further develop the content of the core data set in the Balance Score Card and Quality Assurance Framework</p>	Joint chairs of SEG.	Clear evidence to show the LSCB that effective safeguarding arrangements are in place	2012/15

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
3.2	Quality assuring the link between training and the effectiveness of practice.	<p>Incorporate the 6 levels of training into the Balanced Score Card.</p> <p>Seek evidence of effectiveness through the quality assurance framework</p>	Joint chairs of SEG.	<p>Evidence to show the new arrangements for the delivery of multi-agency training are established.</p> <p>Evidence to show the quantity and quality of training delivered monitored by the SEG and utilising the Balanced Scorecard.</p>	2012/15
3.3	Seek assurances through audits of the impact upon intervention in children's lives.	<p>Case audits to be undertaken:</p> <ul style="list-style-type: none"> • CAFs • Step up to and down from child protection plan • Referrals • 2nd and subsequent CP plans • CP strategy discussions 	Joint chairs of SEG.	<p>Results of case audits are presented to the SEG and there is clear evidence of service improvements as a result</p> <p>Increase in CAF's, monitoring of referrals, decrease the number of CP plans, Increase the number of CP strategy discussions</p>	2012/14

Local Safeguarding Children Board

Strategic Priority Four:	Communication and Engagement. Develop a Communication and Engagement Strategy
Other relevant plans:	<ul style="list-style-type: none"> Agencies own Engagement and involvement strategies
Priority lead:	Joint LSCB & SAB Communications and Engagement Subgroup chair

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
4.1	Develop a CYP engagement strategy that secures the involvement of service recipients by promoting the voice of young people.	Establish a work stream through the communications and engagement Subgroup.	Chair of the Communications and Engagement Subgroup	Clear evidence that young people are engaged	2012
4.2	Gain assurances that residents within Leicestershire and Rutland are instrumental in	Establish membership and chairing arrangements for a new Communications & Engagement		Evidence to show: A greater awareness by the general public of the need for safeguarding children.	2012/15

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
	the safeguarding of children and babies.	<p>Subgroup.</p> <p>The new Communications & Engagement Subgroup will design a media strategy to raise public awareness of safeguarding being everybody's business.</p> <p>Devise further strategies to show how the LSCB is instrumental in influencing the safeguarding of children.</p>		<p>An increased number of referrals from the general public.</p> <p>Other local and national bodies implement policies and practices proposed by this LSCB.</p> <p>Receive national recognition for good/outstanding practice</p>	
4.3	To develop more effective communications with managers and staff in constituent agencies	LSCB Independent Chair to provide a report to the Communications & Engagement Subgroup to initiate work.		The policies and decisions of the LSCB are reflected in operational activity.	2012/15

Local Safeguarding Children Board (Joint priority with the Safeguarding Adult Board)

Strategic Priority Five :	Family and Community- Strengthen Multi-Agency Working to prevent harm and abuse
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Please see the joint LSCB & SAB action plan on above

Glossary for the Business plan

LSCB - Local Safeguarding Children Board

SAB - Safeguarding Adults Board

SEG – Safeguarding Effectiveness Group

SCR - Serious Case Review

SILP – Significant Incident Learning Process

CYP – Children & Young Person

CAF – Common Assessment Framework

CPP – Child Protection Plans

LLR – Leicester, Leicestershire & Rutland

L&R – Leicestershire & Rutland

DHR – Domestic Homicide Review

DCS – Director of Children Services

TAF – Team Around the Family

TAC – Team Around the Child

CSP – Community Safety Partnership

HWB – Health & Well Being Board

JAG – Joint Action Group

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Appendix C

Recommendations from the Flack report – May 2011

Membership and structures

Recommendations

- Review the membership to address size of Board, clarity of role and involvement of children and young people
- Emphasize the importance of consistency in membership and attendance
- Recognize the realities of the LAs' role and perceptions relating to this, and work to ensure that actions take full account of these
- Spread the roles of Subgroup chairing/involvement and task leadership
- Take particular care over actions and developments that should have Board or Executive approval or at least knowledge
- Clarify the role and responsibility of the Business Unit to the two LAs, the Chair and partner agencies.
- Continue to promote the engagement of all partners.

Leadership and accountability

Recommendations

- Agree an approach to the accountability role of the Chair
- Ensure consistency in the approach to the accountability of the Chair to the DCSs
- Further develop a culture of appropriate, constructive challenge.

Plans and Priorities

Recommendations

- Develop clearer responsibilities, targets and milestones for the action plan
- Stick to the agreed priorities, except by Board agreement based on clear need and evidence
- Aim for a longer term (3yr) strategic plan for the future, addressing the big safeguarding issues for Leicestershire and Rutland
- Agree the LR LSCB position on the balance between broad safeguarding and core child protection.

Performance Monitoring and Reporting

Recommendations

- Develop robust monitoring and reporting arrangements, focused on impact
- Establish an agreed data set and wider information to be reported to the Board, linked to the Business Plan and other agreed developments and high-risk areas
- Ensure a consistent thread of performance focus, interpretation and impact assessment in all reporting
- Determine whether the heavy reliance on Subgroup reports is fit for purpose and whether items on major plan-related issues and agency activity would be useful
- Agree the format and expectations of sub-committee reports.

Serious Case Reviews

Recommendations

- Ensure that SCRs and other case reviews have an appropriate role in the development of priorities and the Board's agenda
- Focus internal reviews appropriately and effectively
- Ensure that there is also a focus on the identification and dissemination of good practice.

Communication and Promotion

Recommendation

- Linked to the points about priorities, ensure that the LR LSCB 'brand' is highlighted when addressing/promoting work on the year's objectives, in turn emphasizing the partnership nature and shared responsibility for safeguarding, giving professional and community leadership.

Merging the Leicestershire & Rutland LSCB and SAB structures

Recommendations

- Further moves towards a merger and the related structures are carefully considered, ensuring that the vital LR LSCB focus is not lost
- Take account of the arguments noted in the Munro Review about maintaining the role and focus of the DCS as these can also be applied to LSCB's

- At a time of so many other changes, decide quickly on how far to take this and on a plan of action to avoid another year of structural focus.

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